ENDUMENI MUNICIPALITY

IDP Report
2009/2010

File 1 of 2

Service Delivery Budget Implementation Plan

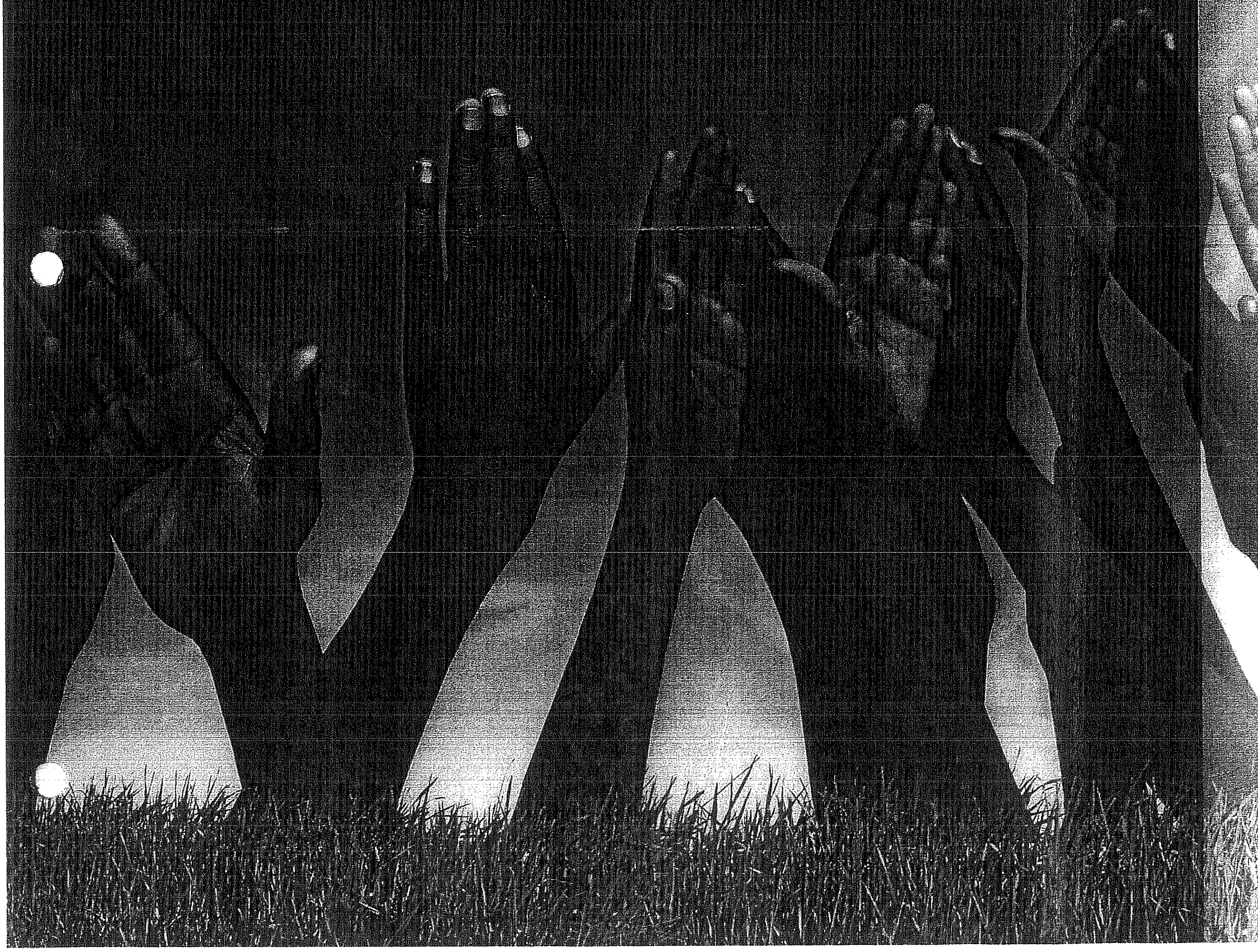
Together in Prosperity

ENDUMENI MUNICIPALITY

IDP Report 2009/2010

File 1 of 2

Annexure A1



ENDUMENI 2009/2010 IDP REVIEW
NOTES OF MEETING WITH SERVICE PROVIDERS
MEETINGS HELD ON 27-28 NOVEMBER 2008

The aims of the Service Provider workshops include, amongst others, the following:

- An exchange of information between the Municipality and the Government Sector Department regarding their respective roles within the Municipal area;
- The highlighting of common areas of focus with the aim of avoiding duplication;
- The seeking of alignment within the Municipal area regarding goals and objectives;
- The review of budgets and expenditure programmes within the Municipal area, so as to co-ordinate and the role-out of projects and avoid duplication, whilst at the same time serving, in a sense, to increase the "municipal budget".

Set out hereunder is a summary of the issues discussed during the 2009/2010 Service Provider Forums:

2. Summery of Service Providers on 28th November 2008

N0.	Time Slot	Service Provider	Representative (Contact number)	Summery
1	09:00 – 09:45	ESKOM	Mr. S Dlamini (034 3151348)	Cancelled but faxed data
2	09:45 – 10:30	Department of Housing	Ms M Naidoo (034 3365361)	Provided information on were to obtain project information
3	10:30 – 11:15	SAPS	Superintendent Botha (034 2999752)	Submitted a report that provides some information on projects.
4	11:15 – 12:00	Department Land Affairs	Mrs. R Singh (036 6312741)	Cancelled
5	12:00 – 12:45	Dept. Land Affairs	Mr. K Robinson (034 2123730)	Cancelled
6	12:45 – 13:30	DWAF	Mrs. P Mthimkhulu Ruddle (034 2999600 / 2121158)	Cancelled
7	13:30 – 14:15	Dept Arts & Culture	Mrs. Z Gumede (033 3413068/ 3009)	Cancelled
8	14:15 – 15:00	Department Home Affairs	Mrs. M Wolmerans (034 – 2182985)	Cancelled
9	15:00 – 15:45	Department Environmental & Health Affairs	Ms. Cele (034 2123901)	Cancelled
10	15:45 – 16:30	SA Post Office	Mr. A Mpungose (034 2121145)	Cancelled

3.3 Department of Works

See table below for list of projects within Endumeni municipality:

Client Department Description : AGRIC & ENVIRON AFFAIRS

WIMS Number	WIMS Service Description	Facility Description	Status Code	Estimate Amount	Total Current Year Cash	Total Current Year Exp.	Total Service Expenditure	First Delivery Date - Projected	First Delivery Date - Actual	Final Delivery Date - Projected
036789	REPAIRS AND PAINTING	DUNDEE AGRICULTURE RESEARCH STATION	8	141,960.00	141,960	141,960.00	141,960.00	2008/05/08	2008/05/08	2008/07/10
AGRIC & ENVIRON AFFAIRS				**141,960.00**	**141,960**	**141,960.00**	**141,960.00**			

Client Department Description : EDUCATION

WIMS Number	WIMS Service Description	Facility Description	Status Code	Estimate Amount	Total Current Year Cash	Total Current Year Exp.	Total Service Expenditure	First Delivery Date - Projected	First Delivery Date - Actual	Final Delivery Date - Projected
037613	URGENTLY ATTEND TO STORM DAMAGED SCHOOL	DLANGAMANDLA SCHOOL	3		0	0.00	0.00	2009/11/24		2010/02/22
019918	CONSTRUCT 4 CLASSROOMS, ADMIN BLOCK, TOILETS AND ERECT BOUND	BOSCHKLOOF PRIMARY SCHOOL	4	876,522.50	60,411	0.00	81,725.49	2010/05/11		2010/08/09
019958	CONSTRUCT 4 CLASSROOMS ADMIN BLOCK AND ERECT BOUNDRY FENCE	NOCOMBOSHE PRIMARY SCHOOL	4	814,407.00	7,382	0.00	82,616.24	2010/05/11		2010/08/09
024911	PROVISION OF THREE NEW CLASSROOMS	QALINDLELA PRIMARY SCHOOL	4	769,418.00	63,880	0.00	284,274.84	2010/05/11		2010/08/09
027022	REPAIRS AND RENOVATIONS	ENDUMENI PRIMARY SCHOOL	4	1,623,552.82	141,108	0.00	106,090.06	2008/12/09		2008/10/07
030996	CONSTRUCTION OF 4 CLASSROOMS, 5 TOILETS I ADMIN BLOCK	JOYLANDS PRIMARY SCHOOL	4	1,106,818.00	234,568	0.00	82,431.06	2010/05/11		2010/08/09
031743	REPAIRS AND RENOVATIONS	PRO NOBIS SCHOOL	4	19,609,400.00	4,847,148	23,803.20	1,250,652.44	2011/03/12		2012/03/16
032611	BARTSCH CONSULTS - SITE POSITIONING OF MOBILE CLASSROONS	VARIOUS SCHOOLS - UMZINYATHI DISTRICT	4		22,584	0.00	37,415.13			
033418	UPGRADES AND ADDITIONS	LOOTSHOEK PRIMARY SCHOOL	4	1,102,424.00	90,670	0.00	176,515.71	2010/05/11		2010/08/09
033421	UGRADES AND ADDITIONS	BUSANA HIGH SCHOOL	4	3,820,000.00	316,113	0.00	448,056.54	2010/05/11		2010/08/09
033424	UPGRADES AND ADDITIONS	MATIMATOLO PRIMARY SCHOOL	4	4,146,540.00	513,141	0.00	693,695.28	2010/05/11		2010/08/09

Client Department Description : EDUCATION cont….

WIMS Number	WIMS Service Description	Facility Description	Status Code	Estimate Amount	Total Current Year Cash	Total Current Year Exp.	Total Service Expenditure	First Delivery Date - Projected	First Delivery Date - Actual	Final Delivery Date - Projecte
034344	REPAIRS TO ROOF AND PAINTING	MASHESHELENG PRIMARY SCHOOL	5B	1,260,000.00	1,403,376	1,313,619.52	1,438,702.28	2009/02/28		2009/01/
034356	REPAIRS TO WALL AND FLOORS IN 4 CLASSROOMS AND ROOFS	SIKELELA PRIMARY SCHOOL	5B	1,260,000.00	401,178	0.00	135,563.72	2009/07/01		2009/10/
034358	GENERAL REPAIRS TO 4 CLASSROOMS	EBUHLEBEMFUNDO_PRIMARY_SCHOOL	5B	1,185,000.00	1,400,168	1,061,020.80	1,131,661.26	2009/01/26		2009/01/
034359	GENERAL REPAIRS TO 4 CLASSROOMS (INCLUDES ROOF)	ENDUMENI PRIMARY SCHOOL	5B	1,895,000.00	2,436,788	1,456,721.42	1,587,808.42	2009/02/28		2009/02/
034365	GENERAL REPAIRS TO WHOLE SCHOOL	NTALANTALA SECONDARY SCHOOL	5B	1,500,000.00	2,815,059	705,206.34	807,037.30	2009/04/22		2009/07/
037365	ATTEND TO STORM DAMAGE	PANO JUNIOR SECONDARY SCHOOL	5B	165,000.00	148,287	146,620.00	146,620.00	2009/01/18		2008/08/
037817	REPAIRS AND RENOVATIONS INCLUDING PAINTING	GLENCOE PRIMARY (VIOLET AVE)	5B	160,000.00	150,200	65,000.00	65,000.00	2009/02/22		2008/11/
009058	ELECTRICAL MAINTENANCE (ZNT 132W)	BERGVLEIT PRIMARY SCHOOL	6A		0	0.00	233.81			
031589	REPAIRS TO STORM DAMAGED ROOF OVER FIFTEEN (15) CLASSROOMS	EMAHLEKWANE JUNIOR PRIMARY SCHOOL	6A	208,990.00	8,990	0.00	200,000.00	2008/02/07	2007/07/16	2007/08/
032760	REPAIRS AND RENOVATIONS	DUNDEE JUNIOR SCHOOL (EXCELSIOR LANE)	6A	568,000.00	130,322	0.00	438,120.54	2007/03/26	2007/04/03	2008/10/
033415	UPGRADES AND ADDITIONS	BAMBANANI PRIMARY SCHOOL	6A	3,271,539.80	2,434,674	1,774,855.84	3,605,505.08	2008/06/13	2008/07/04	2008/09/
033417	UPGRADES AND ADDITIONS	LOTTO PRIMARY SCHOOL	6A	2,927,448.00	1,401,246	1,070,381.76	4,035,527.06	2008/06/15	2008/06/25	2008/10/
033419	UPGRADES AND ADDITIONS	MANYONYO LOWER PRIMARY SCHOOL	6A	1,903,242.00	689,376	117,282.96	2,213,298.92	2008/02/12	2008/03/14	2008/05/
019877	CONSTRUCT 2 CLASSROOMS ADMIN BLOCK TOILETS AND ERECT BOUNDAR	PHOWANE LOWER PRIMARY SCHOOL	7	1,721,250.00	633,865	307,849.90	3,252,797.40	2007/02/15	2007/03/28	2008/08/
032756	REPAIRS AND RENOVATIONS	ESIBANINI PRIMARY SCHOOL (UMZINYATHI)	7	593,000.00	83,498	47,831.23	616,754.37	2007/02/23	2007/03/06	2007/04/
032759	REPAIRS AND RENOVATIONS	LANGAZELA HIGH SCHOOL	7	717,000.00	161,115	0.00	555,969.13	2007/03/16	2007/03/17	2007/06/
032761	REPAIRS AND RENOVATIONS	TUGELA FERRY EDUCATION RESOURCE CENTRE	7	120,000.00	22,324	0.00	127,307.59	2007/02/17	2007/02/16	2007/05/

Client Department Description: EDUCATION cont….

Client Department Description: HEALTH

WIMS Number	WIMS Service Description	Facility Description	Status Code	Estimate Amount	Total Current Year Cash	Total Current Year Exp.	Total Service Expenditure	First Delivery Date - Projected	First Delivery Date - Actual	Final Delivery Date - Projected
019318	NEW GUARD HOUSE AND TOILETS	DUNDEE HOSPITAL	5A	5,673,107.00	742,746	181,767.96	642,018.39	2012/09/10		2013/09/10
034602	COMPLETION OF THE UPGRADING OF MATERINITY WARD 2 AND NURSERY	DUNDEE HOSPITAL	5B	7,298,000.00	8,756,904	7,003,373.66	8,921,716.92	2009/02/12		2008/12/12
035844	CONSTRUCTION OF FORENSIC MORTUARY	DUNDEE HOSPITAL	5B	13,000,000.00	3,544,187	2,621,549.76	2,730,135.01	2009/12/04		2010/03/04
006619	REPLACE WATER RETICULTATION	DUNDEE HOSPITAL	6A	2,678,769.00	102,088	0.00	4,808,907.58	2007/10/30	2007/10/31	2008/09/15
016368	REPLACE WATER MAINS	DUNDEE REGIONAL LAUNDRY	7	1,176,000.00	175,935	0.00	1,904,746.71	2002/12/04	2003/03/12	2003/10/31
021763	WATER PROOFING OF CORRIDORS	DUNDEE HOSPITAL	7	1,052,000.00	294	0.00	1,940,417.82	2006/12/03	2006/12/03	2007/04/02
027239	PHASE 9 NEW CLINIC	WASBANK CLINIC (HEALTH)	7A	5,492,101.69	3,369,622	2,940,069.08	11,783,336.58	2008/02/18	2008/02/18	2008/09/15
HEALTH				**38,369,977.69**	**16,940,195**	**12,746,760.46**	**35,931,535.76**			

Client Department Description: TRAD AFF & LOCAL GOV

WIMS Number	WIMS Service Description	Facility Description	Status Code	Estimate Amount	Total Current Year Cash	Total Current Year Exp.	Total Service Expenditure	First Delivery Date - Projected	First Delivery Date - Actual	Final Delivery Date - Projecte
036296	MAINTAIN GARDEN, GRASS CUTTING AND REMOVE WASTE	DUNDEE : TRAD & LOC GOV OFFICE	5B	65,000.00	33,162	21,666.53	21,666.53	2008/12/14		2009/04/
038046	FITTING OF CARPET	DUNDEE : TRAD & LOC GOV OFFICE	6A	77,217.90	71,978	50,000.00	50,000.00	2009/08/19	2008/11/10	2008/12/
036787	FLOOR COVERINGS	DEPT : TRAD AFF & LOC GOV OFFICE	8	62,980.00	62,980	62,980.00	62,980.00	2008/05/08	2008/05/08	2008/06/
TRAD AFF & LOCAL GOV				**205,197.90**	**168,120**	**134,646.53**	**134,646.53**			

Client Department Description : WELFARE

WIMS Number	WIMS Service Description	Facility Description	Status Code	Estimate Amount	Total Current Year Cash	Total Current Year Exp.	Total Service Expenditure	First Delivery Date - Projected	First Delivery Date - Actual	Final Delivery Date - Projected
021341	CONVERSION OF EXISTING BUILDING INTO WELFARE DISTRICT OFFICE	DUNDEE WELFARE D/O (ERF 4365)	4A	46,403,582.78	8,893,464	508,495.32	5,072,292.68	2010/04/19		2011/04/18
034792	ERECTION OF PARKING SHELTERS FOR TEN (10) CARS	WELFARE OFFICE : GLENCOE	4B	318,647.00	194,538	0.00	0.00	2010/10/06		2011/01/04
028905	ADDITIONS AND ALTERATIONS TO BUILDINGS	PRINCESS MKABAYI CHILDRENS HOME	8	1,100,000.00	0	0.00	67,469.40	2010/07/02		2010/08/06
036666	NEW CONNECTION OF ELECTRICTY ON THE NEW PARK HOMES	EKUVUKENI WELFARE DISTRICT OFFICE	8	37,960.86	37,961	37,960.86	37,960.86	2008/04/19	2008/04/19	2008/05/19
037223	ERECTION OF SHELTERS IN FRON OF PARKHOMES	WELFARE OFFICE : GLENCOE	8	159,213.60	143,048	143,047.20	143,047.20	2009/07/01	2008/09/12	2008/10/31
037985	INSTALLATION OF WINDOW BLINDERS	WELFARE OFFICE : GLENCOE	8	13,660.00	13,000	13,000.00	13,000.00	2008/11/22	2008/10/30	2008/11/30
037986	CONNECTION OF BOTH SEWAGE & WATER SYSTEMS	WELFARE OFFICE : GLENCOE	8	45,000.00	44,555	44,555.00	44,555.00	2008/10/30	2008/10/21	2008/11/30
WELFARE				48,078,064.24	9,326,566	747,058.38	5,378,325.14			

3.4 Department of Welfare and Population Development

3.4.1. Current List of Projects for 2008/2009

Project	Budget	Beneficiaries	Details	Challenges	Current Status
Siyakhula art and craft	R350 000	20	- To maximize the potential of youth through their engagement in integrated viable and self reliant opportunities - Youth engaged in printing work	- Project is renting the premises and paying exorbitant rental fee's - Lack of funding(for rent, printing equipment and meterials)	- In the process of requesting for additional funding - Negotiating for accommodation with local municipality
Siyabonga skills development centre	R740 000	34	- Targets youth that depend on child support grants - Focusing on clothing, uniforms, textile training and business management - 5 board members - 42 industrial machines	- Lack of security - Lack of service providers for training and incubating the project members - Current service providers are unreliable	- Looking for three service providers to provide quality training and incubation until the project is self sustainable
Vukuzithathe art and culture	R100 000 (from national and international sources)	15	-Accommodated at Talana museum on rental basis - Has 9 members (8 women and 1 man) - Does bead and cane work	- Lack of funding(to purchase materials to meet the order of customers) - Lack of own accommodation - Cane ordered from Durban - Lack of transport from Township to Talana Museum for members.	- Negotiating for accommodation with local municipality - Looking for additional funding
Siphuthando Community soup kitchen	R253 794	130 (25 House holds)	- A Soup kitchen project headed by NGO and Dept. of Welfare from 2006 - has 7 members(1 cook, 1 assistant cook and 5 volunteers)	- Need for second soup kitchen due to increasing list of beneficiaries - Transportation of cooked food to beneficiaries - Replacing beneficiaries who passed away - Additional funding required(current funding will not last till the end of the current financial year)	- Engaged with ward councillors for assistance - Negotiate with Talana Museum for a place nearest to the beneficiaries. - Seeking assistance from stakeholders for the transportation of cooked food to the beneficiaries.
Sustainable livelihood			- To promote self reliance amongst focus groups through social and economic and educational empowerment		

3.6. Department of Housing

Current List of Projects:

Project Name	No. of Sites	Developer	Houses Built	Project Amount	Amount Spent	Completion date	Present status	Action /by whom
Sibongile Extension 18	420	Endumeni Municipality and I. A. Trust Project CC	420	R7 728000	R1 461650	31. 03. 2006	Construction of 420 houses completed but transfer of properties still outstanding. Developer and its I.A to conclude transfers and then submit a close out report	
Sibongile Buffer strip	635	Endumeni Municipality and I. A. Trust Project CC	0	R18 558260	R1 692768	31. 07. 2007	Addendum for 100 houses approved in respect of this project is under process. This will enable the construction of 100 houses which are on the way of service that are to be constructed	Monitor to remind developer to submit close out report.
Glencoe Sithembile Phase 1	500	SBP Southgate	483	R 8 625000	R 7 433120	30. 09. 2004	Construction completed. Developer to submit close out report	Monitor to remind developer to submit close out report
Sithembile Glencoe	492	SBP Southgate	0	R12 144000	R1 516505	31. 03. 2006	Project blocked due to bulk supply*(No budget for 2007/2008)*	Developer to facilitate the approval of infrastructure funding by uMzinyani municipality
Craig side-Dundee	208	Endumeni Municipality	208	R3 827200	R4 272847.56	30.11. 1007	Construction completed. Developer to submit close out report*(No budget for 2007/2008)*	Monitor to remind developer to submit close out report
Dlamini Lindelani		Endumeni Municipality	0	R7 544000	R0		Geotechnical report revealed that land is not suitable for housing development	Developer to submit close out report on the basis that land is not suitable for housing development
Sibongile	358	COM housing	358	R5 370000	R5 042834.48		Construction completed. Developer to submit close out report	Monitor to remind developer to submit close out report

3.7 SAPS (Dundee office)

3.7.1. 2007/ 2008 Project List:

Project Name	Location & Co-ordinates	Official Responsible	Integration issues/ comments
Back to School campaign	All Dundee and surrounding high schools	Social Crime Prevetnion team(Capt PV Ntanda & Insp M. M. Ndlovu, Sgt CA Memela)	Some projects are failing due to lack of funds
School visit by SAPS	All Dundee and surrounding high schools		
Cleaning up operation campaign			
Primary school debate on dagga abuse	All local Dundee primary schools		
Drug awareness campaign	Taxi rank and Smith street		

3.7.2. 2008/ 2009 Project List:

Project Name	Location & Co-ordinates	Official Responsible	Integration issues/ comments
Rape awareness campaign	Sibongile Township	Social Crime Prevention team(Capt PV Ntanda & Insp M. M. Ndlovu, Sgt CA Memela)	Some projects are failing due to lack of funds
Dundee marathons	From Nquthu to Dundee Victoria Street		
Prayer day at Sibongile Hall	Sibongile Hall		
Stock theft crime awareness campaign			
Crimes against women and children awareness campaign			
Stolen goods project			
Defending the weak	Station Areas		

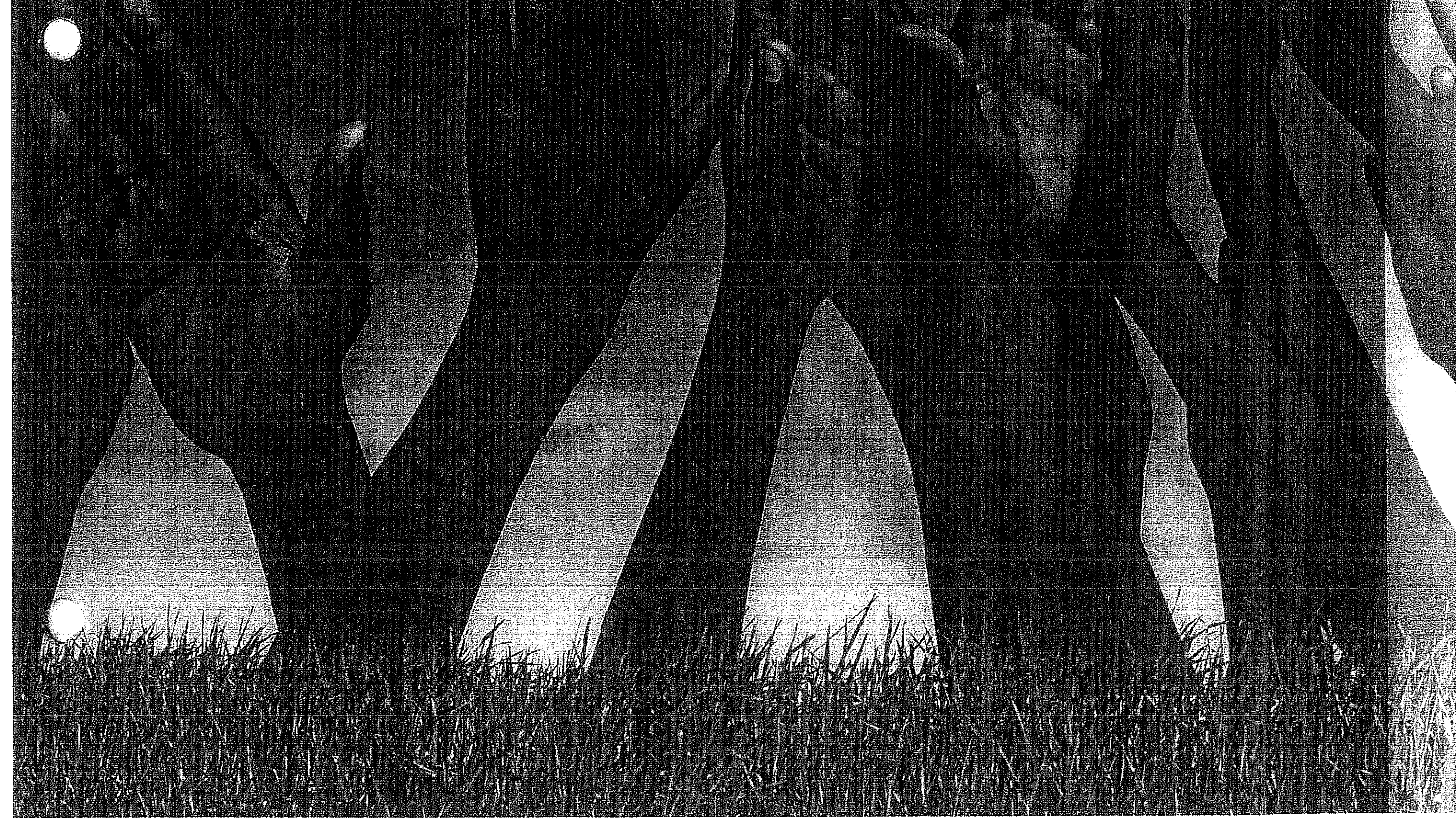
Together in Prosperity

ENDUMENI MUNICIPALITY

IDP Report
2009/2010

File 1 of 2

Financial Plan



ENDUMENI MUNICIPALITY

FINANCIAL PLAN 2009 - 2014

1. Introduction

The Endumeni Municipality has a difficult task of delivering the numerous projects identified by the community in the IDP considering the reduction in its income base as a result of an imminent transfer of the electricity function to REDS in the near future. The loss of this function will impact negatively on Endumeni Municipality's revenue base.

The Endumeni Municipality has recognised that to be successful the IDP must be linked to a workable financial plan, which includes a multi-year budget developed using financial modelling. Furthermore, it was recognised that without the financial plan, the IDP would be incomplete. The Municipal Finance Management Act No. 56 of 2003 (MFMA) requires the municipality to take into account the IDP during the budget preparation process. It further requires the municipality to take all reasonable steps to ensure the municipality revises the IDP in terms of Section 34 of the MSA, taking into account realistic revenue and expenditure projections for future years.

Consequently the IDP process has been extended to include the financial plan in this section of the IDP. The financial plan is set out as follows:

- Financial strategies for the 5 year period
- Financial issues
- Detailed 5 year financial action plan
- Capital and investment program
- Multi-year budgets

2. Financial Strategies

The financial strategies adopted by Council include a general strategy which will apply to the detailed strategies, a financial resources (capital and operational) strategy, revenue raising strategy, asset management strategy, capital financing strategy, operational financing strategy and cost effectiveness strategy. These strategies have been incorporated into a detailed

An important factor considered by investors in relocating to an area is the ability of the authorities to demonstrate financial discipline, adherence to statutory requirements, timely preparation and production of financial statements, adherence to generally accepted accounting practices and unqualified audit reports. It is intended that the business plan of the finance department will address these factors. In order for the finance department to deliver on these strategies, it is Council's intention to clearly define accounting policies and recruit the best finance people for that department. To this end, Council will define recruitment policy for finance staff, put in place a pre- and continuing education policy and develop career progression paths for designated finance staff. Like the IDP the financial action plan will be subject to a regular review and comparison of actual performance to predetermined performance measures.

2.1.3. **Financial Resources**

For the purposes of this plan, Council has considered financial resources for both capital projects and operational purposes. The various resources available to Council are summarised below.

Capital expenditure:

- External borrowings
- Grant funding from both National and Provincial government
- International funding
- Twin city funding
- Ring fenced statutory funds – housing
- Capital market
- Public/ private partnerships
- Disposal of un-utilised assets

Operational expenditure:

- Normal revenue streams

incorporate the following:

- Budgeting methods
- Cash forecasts and cash flow monitoring against forecasts
- Credit policies with emphasis on minimum debtors
- Credit risk management
- Investment policies
- Management reporting
- Supply chain policies
- Stock levels for consumer stores
- Supplier payment periods
- Supplier selection and monitoring procedures

Municipal staff will be encouraged to adhere to value for money principles in carrying out their functions. To assist finance staff achieve efficiencies in their daily tasks a performance review incorporating time and motion studies will be conducted on all functions. It is expected that this review will promote efficiencies in the finance department. Council has adopted a zero tolerance approach in respect of both internal and external audit reports and measures will be implemented to ensure that any material or fundamental issues are addressed immediately. It is expected that the internal audit function will raise any material or fundamental issues before external audit. Other issues arising will be prioritised and addressed accordingly.

Council recognises the need to maintain a positive cash flow at all times and will be investigating various avenues to improve cash flow. Strong positive cash flow will result in additional revenue in the form of interest earned.

2.1.7. **Capital financing**

When determining appropriate sources of funding it is important to assess the nature of projects, expected revenue streams and time frames for repayment. As a general guide, the following principles will apply:

- Statutory funds for fund specific projects (e.g. housing)
- National and provincial government funding for medium term and long term projects
- International funding for medium and long term projects

DETAILED FINANCIAL ACTIONPLAN

1. The financial action plan identifies the most feasible strategies to increase efficiency and cost effectiveness within the Municipality.
2. The financial action plan incorporates strategies covering a period of 5 years.
3. The implementation of the financial action plan requires a team effort. A team approach requires the involvement of the Council, Municipal Manager, Chief Financial Officer and all Heads of Departments in implementing these strategies.
4. It is crucial that individuals to whom the responsibilities have been allocated according to the action plan be held accountable for the outcome of these actions.
5. The progress made towards achieving these strategies should be measurable and it is essential that these strategies be included in the performance appraisals of individuals.

Financial Issues – Endumeni Local Municipality

The key financial issues affecting the Endumeni Local Municipality are listed below.

1. The introductions of Regional Electricity Distributor s (REDS) and the transfer of the electricity function to the RED will result in a possible loss of income.

2. Due to transfer of the above function and the subsequent loss of a major portion of the revenue the municipality has to ring-fence it's electricity function operationally and financially in preparation for the RED.

3. The total debt and the current debt are increasing per annum.

4. The expenditure on salaries and wages has increased to 34% of the budget and will need to be reduced further considering the industry norm is approximately 30%.

5. There is insufficient provision for doubtful debts.

6. Water assets have not been transferred to the District.

7. There are discrepancies with the cash flow statement.

8. The fixed asset register has not been updated.

FINANCIAL STRATEGIES AND ACTIONPLAN – 2009/2014

FINANCIAL STRATEGIES	REDUCE COSTS	INCREASE REVENUE	ACTION REQUIRED	By whom	2008/09	2009/10	2010/11	2011/12	2012/13
Capital financing strategy	Reduce capital charges on external loans		• Reduce funding of projects from internal funds e.g. CDF • Identify, establish, maintain and update database of all grant funders • Approach prospective funders with IDP and Financial plan for funding	CFO	2%	2%	2%	2%	2%
Asset management strategy	Reduce rental stock		• Determine market value of houses • Dispose of rental housing stock • Develop an asset management policy • Update the asset register.	CFO	75%	25%			
Financial management	Improve financial	Improve financial	• Review the policy on the use of	CFO	6%	4%	6%	6%	6%

FINANCIAL STRATEGIES	REDUCE COSTS	INCREASE REVENUE	ACTION REQUIRED	By whom	2008/09	2009/10	2010/11	2011/12	2012/13
			• Implement a fraud prevention plan • Implement a turnaround strategy to address the going concern problem.						
Rates & Tariffs		Restructure rating and service charges	• Implement rating and service charges that are affordable to all households • Implement existing rating and service charges of industries and farms • Benchmark tariffs with other municipalities • Establish Land Use Management System (LUMS) and conduct a land audit	CFO	4%	5%	5%	6%	5%

FINANCIAL STRATEGIES	REDUCE COSTS	INCREASE REVENUE	ACTION REQUIRED	By whom	2008/09	2009/10	2010/11	2011/12	2012/13
			points for electricity • Establish a shared service centre with other municipalities for billing • Establish a consumer help desk						

- Internal interest rate is 10% for CDF, 12% for PIF and external interest rate depends on various institutions
    a) As a result of the substantial capital requirements required to implement the IDP projects external borrowing of loans is not affordable considering the projected deficit in option 1.
    b) The implementation of the IDP creates a need for funds for operational expenditure the future impact of which has been considered.
- In scenario 1:
    a) The positive impact of implementing the financial strategies is reflected.
    b) The projected surplus as a result of implementing the strategies may be used to raise external loans to deliver some of the projects in the IDP.
    c) The implementation of the financial strategies will have the following effect on the financial position of the municipality:
        - Restructuring of the rates base will increase income over the next 5years
        - Outstanding debt will be reduced by 50% over the next 5 years
        - The salaries budget will be reduced by a further 4% over the next 5 years
        - Improved financial management will result in reduced expenditure of 6% per annum over the next 5 years.
        - Capital charges will be reduced at 2% per annum
        - Housing stock will be sold off over the next 1year.
        - Interest income is calculated on collection of outstanding debt annually
- The Municipality will have to source grant funding for the remainder of the projects listed in the IDP as a result of shortage of funds

	Budget Projections - Status Quo					
Budget	**2008/09**	**2009/10**	**2010/2011**	**2011/12**	**2012/13**	**2013/14**
Expenditure	R	R	R	R	R	R
Salaries & wages	45,772,526	48,700,778	52,101,855	55,748,985	59,651,414	63,827,013
General expenditure	41,317,537	42,506,348	46,179,490	49,873,849	53,863,757	58,172,858
Repairs and maintenance	4,708,117	3,191,464	3,516,050	3,832,495	4,177,419	4,553,387
Capital charges	8,312,559	8,260,877	8,105,797	7,943,681	7,784,807	7,629,111
Contribution to provisions	5,954,673	6,142,251	5,338,205	5,498,351	5,663,302	5,833,201
Capital employed	3,025,780	6,226,555	9,091,921	12,001,336	15,841,763	20,911,127
Contra debits	10,710,576	11,060,014	11,647,820	12,230,211	12,841,722	13,483,808
Contra credits	-11,944,770	-12,530,503	-13,170,815	-13,829,356	-14,520,824	-15,246,865
Project operating costs	7,072,574	4,859,441	4,231,199	1,534,205	1,420,202	171,326
Total expenditure	**114,929,572**	**118,417,225**	**127,041,522**	**134,833,757**	**146,723,562**	**159,334,965**
Income						
Equitable share	12,234,000	15,316,000	19,043,000	20,566,440	22,211,755	24,210,813
Grants & subsidies	3,380,000	3,558,240	3,848,177	4,156,031	4,488,513	4,892,479
Assessment rates	35,132,571	36,985,243	39,998,917	43,198,830	46,654,737	50,853,663
Electricity	38,384,518	40,408,677	43,701,304	47,197,408	50,973,201	55,560,789
Refuse removal	5,247,845	5,524,584	5,974,744	6,452,724	6,968,941	7,596,146
Cemeteries	214,850	226,180	244,610	264,178	285,313	310,991
Licencing	726,700	765,022	827,358	893,547	965,030	1,051,883
Traffic fines	1,687,700	1,776,699	1,921,470	2,075,187	2,241,202	2,442,911
Testing grounds	1,409,260	1,483,576	1,604,462	1,732,819	1,871,444	2,039,874
Rentals	1,171,895	1,233,693	1,334,219	1,440,956	1,556,233	1,696,294
Other	8,285,785	6,285,870	4,319,059	5,325,000	7,095,000	8,510,000
Total Income	**107,875,124**	**113,563,783**	**122,817,318**	**133,303,120**	**145,311,370**	**159,165,843**
Projected Revenue Requirements	**-7,054,448**	**-4,853,442**	**-4,224,203**	**-1,530,636**	**-1,412,192**	**-169,122**
Tariff Ratio	**-6.54%**	**-4.27%**	**-3.44%**	**-1.15%**	**-0.97%**	**-0.11%**

The table above reflects the current financial situation of the municipality including the impact of the IDP projects.

- Inflationary increases of 8% have been considered in projecting the future year's expenditure.
- The budget reflects a deficit over the 5 years.

If it is assumed Endumeni Municipality implemented the projects in the IDP, the impact of the operating cost of the projects on the budget over 5 years will be deficits in the following years.

- The required tariff ratio increase to fund the deficits is between 1% and 6% between 2008/09 and 2013/14.
- It is clear from the above analysis that the municipality cannot afford to implement all the projects in the IDP.

- If it is assumed that 50% of the outstanding debt is collected over the 5 year period the interest earned on accumulated cash reserve will improve the financial position of the municipality substantially reducing the tariff ratio
- The implementation of the rates act has positive impact on the rates income of the municipality.
- The tariff increases reflected in the table include the annual inflationary increase.

Capital Investment Program Summary

Priority	Total Cost	2008/09	2009/10	2010/11	2011/2012	2012/13	2013/14
Infrastructure & Services	268,450,350	85,985,213	61,738,613	59,611,873	29,484,099	28,204,037	3,426,515
Social & Economic Development	109,069,072	47,747,759	34,909,213	25,012,100	1,200,000	200,000	0
Institutional Transformation	694,000	694,000	0	0	0	0	0
Democracy & Governance	935,000	935,000	0	0	0	0	0
Financial	6,530,508	6,089,508	441,000	0	0	0	0
Environment	100,000	0	100,000	0	0	0	0
Total	**385,778,930**	**141,451,480**	**97,188,826**	**84,623,973**	**30,684,099**	**28,404,037**	**3,426,515**
Operating Costs		**3,536,287**	**2,429,721**	**2,115,599**	**767,102**	**710,101**	**85,663**

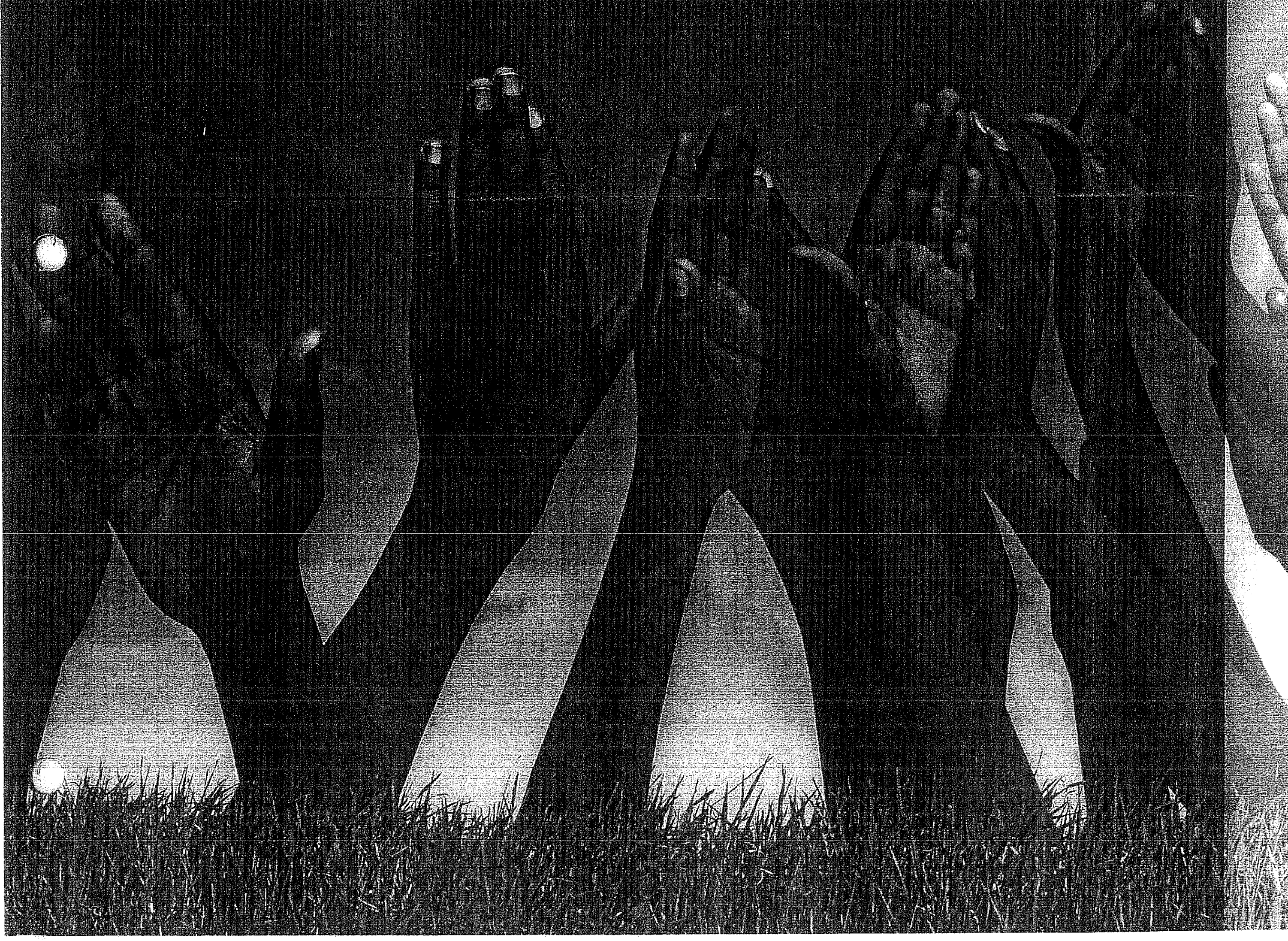
A summary of the capital investment program for the period 2009/2014 is shown in the table above.

ENDUMENI MUNICIPALITY

IDP Report
2009/2010

File 1 of 2

Capital Investment Plan



ENDUMENI MUNICIPALITY

IDP Report
2009/2010

File 1 of 2

Performance Management System

1.0 Introduction

The Endumeni Municipality has developed a fully-fledged Performance Management System (PMS) in terms of Chapter 6 of the Municipal System Act 32 of 2000. It involves an extensive process to ensure that the system complies with legislative and policy requirements and a wide range of role players from outside as well as inside the Endumeni Municipality.

2.0 Legislative Requirements for Performance Management

The legislative and policy framework for PMS includes the Constitution, The Municipal Systems Act, the Municipal Finance Management Act, Municipal Planning and Performance Management Regulations, The White Paper on Local Government and the Batho Pele principles.

3.0 The White Paper on Local Government (1998)

The White Paper on Local Government (1998) suggested that local government should introduce the idea of performance management systems. The White Paper noted that,

"Involving communities in developing some municipal key performance indicators increases the accountability of the municipality. Some communities may prioritise the amount of time it takes a municipality to answer a query; others will prioritise the cleanliness of an area or the provision of water to a certain number of households. Whatever the priorities, by involving communities in setting key performance indicators and reporting back to communities on performance, accountability is increased, and public trust in the local government system enhanced" (The White Paper on Local Government, 1998).

3.1 Batho Pele (1998)

Similarly, the White Paper on Transforming Public Service Delivery (Batho Pele) puts forward eight principles for good public service:

Consultation: Citizens should be consulted about the level and quality of public service they receive, and, where possible, should be given a choice about the services which are provided.

Service standards: Citizens should know what standard of service to expect.

Access: All citizens should have equal access to the services to which they are entitled.

Courtesy: Citizens should be treated with courtesy and consideration.

Information: Citizens should be given full and accurate information about the public services they are entitled to receive.

Openness and transparency: Citizens should know how departments are run, how resources are spent, and who is in charge of particular services.

Redress: If the promised standard of service is not delivered, citizens should be offered an apology, a full explanation and a speedy and effective remedy; and when complaints are made citizens should receive a sympathetic, positive response.

Value-for-money: Public services should be provided economically and efficiently in order to give citizens the best possible value-for-money.

"Importantly, the Batho Pele White Paper notes that the development of a service-oriented culture requires the active participation of the wider community. Municipalities need constant feedback from service-users if they are to improve their operations. Local partners can be mobilised to assist in building a service culture. For example, local businesses or non-governmental organisations may assist with funding a helpline, providing information about specific services, identifying service gaps or conducting a customer survey" - **The White Paper on Local Government (1998).**

3.2 The Municipal Systems Act (2000)

Government has taken this idea forward in the Municipal Systems Act (2000), which requires all municipalities to:

- Develop a performance management system
- Set targets, monitor and review performance based on indicators linked to their IDP
- Publish an annual performance report on performance for the councillors, staff, the public and other spheres of government
- Incorporate and report on a set of general indicators prescribed nationally by the minister responsible for local government
- Conduct an internal audit on performance before tabling the report.
- Have their annual performance report audited by the Auditor-General
- Involve the community in setting indicators and targets and reviewing municipal performance.

ENDUMENI MUNICIPALITY
ORGANISATIONAL PMS SCORECARD:
1 JULY 2008 - 30 JUNE 2009

PMS SCORECARD FOR THE PERIOD 1 JULY 2008 TO 30 JUNE 2009

NAT KPA	LOCAL KPA	IDP OBJECTIVE	KPI	TYPE	SOURCE	FREQUENCY	BASELINE	ANNUAL TARGET 2008/2009	TARGET FOR THE FIRST 6 MONTHS	ACTUAL FOR FIRST 6 MONTHS	TARGET FOR THE SECOND 6 MONTHS	ACTUAL FOR THE SECOND 6 MONTHS	REASONS FOR PERFORMANCE STATUS	RECOMMENDED CORRECTIVE ACTION	RESPONSIBLE DEPT
Finances	Cost coverage	To monitor the financial viability of the Endumeni Municipality	**Cost Coverage** as defined in the Municipal Planning and Performance Management Regulations (2001) (A=(B+C)/D)	Input	Financial System	Annually	5:1	6:1	6:1	06:03	6:1	N/A	100% COMPLIANCE	NIL	Financial Services
	Debt coverage		**Debt Coverage** as defined in the Municipal Planning and Performance Management Regulations (2001) (A=(B-C)/D)	Input	Financial System	Annually	16:1	17:1	17:1	17:06	17:1	N/A	100% COMPLIANCE	NIL	Financial Services
	Service debtors		**Outstanding Service Debtors** to Revenue as defined in the Municipal Planning and Performance Management Regulations (2001) (A=B/C)	Input	Financial System	Annually	46%	44%	44%	45%	44%	N/A	91% COMPLIANCE	OUT SOURCE DEBT COLLECTION	Financial Services
	Integrated development planning	To align the Councils budget with the IDP	% of capital budget spend on projects as set out in the IDP	Input	Financial System	Bi annually	4 000 000	4 000 000	40%	42%	60%	N/A	100% COMPLIANCE	NIL	Financial Services
	Taxes, levies and duties	To effectively collect revenue	% collections against amounts raised for rates and taxes	Input	Consumer Collection Report	Bi annual	70%	75%	73%	86%	77%	N/A	100% COMPLIANCE	NIL	Financial Services

ENDUMENI MUNICIPALITY
ORGANISATIONAL PMS SCORECARD:
1 JULY 2008 - 30 JUNE 2009

NAT KPA	LOCAL KPA	IDP OBJECTIVE	KPI	TYPE	SOURCE	FREQUENCY	BASELINE	ANNUAL TARGET 2008/2009	TARGET FOR THE FIRST 6 MONTHS	ACTUAL FOR FIRST 6 MONTHS	TARGET FOR THE SECOND 6 MONTHS	ACTUAL FOR THE SECOND 6 MONTHS	REASONS FOR PERFORMANCE STATUS	RECOMMENDED CORRECTIVE ACTION	RESPONSIBLE DEPT
			Urban	Outcome	WSDP	Annually	95%	96%	96%	96%		N/A	UTHUKELA WATER	NIL	Technical Services
			Rural Communities	Outcome	WSDP	Annually	17%	27%	27%	27%		N/A	UTHUKELA WATER	NIL	Technical Services
			Farmlands	Outcome	WSDP	Annually	100%	N/A	N/A	N/A		N/A	UTHUKELA WATER	NIL	Technical Services
			Endumeni LM	Outcome	WSDP	Annually	89%	90,3%	90,3%	90,3%		N/A	UTHUKELA WATER	NIL	Technical Services

ENDUMENI MUNICIPALITY
ORGANISATIONAL PMS SCORECARD:
1 JULY 2008 - 30 JUNE 2009

NAT KPA	LOCAL KPA	IDP OBJECTIVE	KPI	TYPE	SOURCE	FREQUENCY	BASELINE	ANNUAL TARGET 2008/2009	TARGET FOR THE FIRST 6 MONTHS	ACTUAL FOR FIRST 6 MONTHS	TARGET FOR THE SECOND 6 MONTHS	ACTUAL FOR THE SECOND 6 MONTHS	REASONS FOR PERFORMANCE STATUS	RECOMMENDED CORRECTIVE ACTION	RESPONSIBLE DEPT
	Primary Health Care	To render an efficient and comprehensive srvice to Residents of Endumeni	Number of Meetings held by Professional Nurses	Outcome	Recod File of Minutes	Bi-Annually	12	12	6	6	6	N/A	50%		Chief Professional Nurse
			Number of Meetings by the Clinic Committee	Outcome	Recod File of Minutes	Bi-Annually	4	4	2	2	2	N/A	50%		Chief Professional Nurse
			Number of Drug Inspections	Outcome	Report	Bi-Annually	12	12	6	6	6	N/A	50%		Chief Professional Nurse
			Number of Infection Control	Outcome	Report	Bi-Annually	12	12	6	6	6	N/A	50%		Chief Professional Nurse
			Number of Complaints Received from Clients	Outcome	Records Kept	Bi-Annually	Actual Figures	0	0	0	0	N/A	~		Chief Professional Nurse
	Hiv/Aids	To Mitigate the Effect of the HIV/Aids Pandemic	Number of HIV/Aids Programmes	Outcome	Reports	Bi-Annually	12	12	6	6	6	N/A	50%		Chief Professional Nurse
			Annual HIV/Aids Campaign	Outcome	Programmes	Annually	2	2	1	2	1	N/A	100%		Head: Health Services
	Dundee Library	To render an efficient library service to the residents of Endumeni	Number of Books Issued	Outcome	Monthly Reports	Bi-Annually	104 000	104 000	52 000	57716	52 000	N/A	55%		Head: Administration
			Number of Educational Programmes Conducted	Outcome	Monthly Reports	Bi-Annually	10	10	5	11	5	N/A	110%		Head: Administration
			Number of Library Visitors	Outcome	Monthly Reports	Bi-Annually	120 000	120 000	60 000	57688	60 000	N/A	48%		Head: Administration
	Sibongile Library	To render an efficient library service to the residents of Endumeni	Number of Books Issued	Outcome	Monthly Reports	Bi-Annually	7 000	7 000	3 500	5117	3 500	N/A	73%		Head: Administration
			Number of Educational Programmes Conducted	Outcome	Monthly Reports	Bi-Annually	8	8	4	8	4	N/A	100%		Head: Administration
			Number of Library Visitors	Outcome	Monthly Reports	Bi-Annually	24 000	24 000	12 000	32397	12 000	N/A	135%		Head: Administration
	Glencoe Library	To render an efficient library service to the residents of Endumeni	Number of Books Issued	Outcome	Monthly Reports	Bi-Annually	70 000	70 000	35 000	26437	35 000	N/A	38%		Head: Administration
			Number of Educational Programmes Conducted	Outcome	Monthly Reports	Bi-Annually	10	10	5	8	5	N/A	80%		Head: Administration
			Number of Library Visitors	Outcome	Monthly Reports	Bi-Annually	80 000	80 000	40 000	41909	40 000	N/A	52%		Head: Administration
	Wasbank Library	To render an efficient library service to the residents of Endumeni	Number of Books Issued	Outcome	Monthly Reports	Bi-Annually	11 000	11 000	5 500	3973	5 500	N/A	36%		Head: Administration
			Number of Educational Programmes Conducted	Outcome	Monthly Reports	Bi-Annually	6	6	3	0	3	~	Part Time		Head: Administration
			Number of Library Visitors	Outcome	Monthly Reports	Bi-Annually	~	~	~	~	~	~	~		Head: Administration
	Archives/ Registry	To adeqately manage and store all Council records	Records Kept and Filing Government Gazettes	Outcome	filing System	Monthly	12	12	6	6	6	N/A	50%		Head: Administration
	Business Licensing	To ensure that all categorized businesses complies with the Business Licensing Act	Number of Business Licences	Outcome	Record File	Annually	Actual Figures	Actual	Actual	12	Actual	N/A	~		Head: Health Services
	Council and Committee work	To enable the Council to meet and take decisions on deliverables	Number of Exco and Council Meetings held per annum	Outcome	Attendance Register	Bi-Annually	18	18	9	11	9	N/A	61%		Head: Administration

ENDUMENI MUNICIPALITY
CORPORATE SERVICES SCORECARD: REPORTING FORMAT
2008/2009

REPORT MANAGER CORPORATE SERVICES FOR THE PERIOD 1 JULY 2008 - 30 JUNE 2009

KPA	OBJECTIVE	KPI	SOURCE	FREQUENCY	BASELINE	ANNUAL REPORT 2008/9	TARGET FOR THE FIRST 6 MONTHS	ACTUAL FOR FIRST 6 MONTHS	TARGET FOR THE SECOND 6 MONTHS	ACTUAL FOR THE SECOND 6 MONTHS	REASONS FOR PERFORMANCE STATUS	RECOMMENDED CORRECTIVE ACTION	RESPONSIBLE OFFICIAL
Talana Museum	To collect, collate, protect and preserve the heritage of the Endumeni and Northern Kwa-Zulu Natal areas for future generations	Record numbers/percentages of visitors and distribution KPI requires clarification	Monthly reports, annual reports showing distribuion of visitor demographics	Bi Annually	28 000	28 000	14 000	8395	14 000	N/A	30%		Head: Administration
	To provide an efficient museum service for the residents of Endumeni, KwaZulu-Natal, South Africa and internationally	Number of functions planned and executed per year	Monthly Reports	Bi Annually	3 Events	3	2	3	1	N/A	100%		Head. Administration
	To ensure correct and efficient date on museum collections	Cross check of all museum items ensuring documentation cards complete, accurate and attach photo of item for ID and insurance	Documentation cards Accession register item	Bi Annually	1 000	1 000	500	459	500	N/A	46%		Head: Administration
	To establish efficient data base of archives	To collate, document and establish compulerised data base of archival holdings	Archival documents	Bi Annually	2 000	2 000	1 000	4428	1 000	N/A	221%		Head: Administration
	Research - visitor requests - new exhibits	To research requests from visitors	Archival documents	On request by researchers. As required for new exhibits	200	200	100	78	100	N/A	39%		Head: Administration

8

ENDUMENI MUNICIPALITY
CORPORATE SERVICES SCORECARD: REPORTING FORMAT
2008/2009

KPA	OBJECTIVE	KPI	SOURCE	FREQUENCY	BASELINE	ANNUAL REPORT 2008/9	TARGET FOR THE FIRST 6 MONTHS	ACTUAL FOR FIRST 6 MONTHS	TARGET FOR THE SECOND 6 MONTHS	ACTUAL FOR THE SECOND 6 MONTHS	REASONS FOR PERFORMANCE STATUS	RECOMMENDED CORRECTIVE ACTION	RESPONSIBLE OFFICIAL
Sibongile Library	To render an efficient library service to the residents of Endumeni	Number of books issues	Monthly Reports	Bi Annually	7 000	7 000	3 500	5117	3 500	N/A	73%		Head: Administration
		Number of educational programmes conducted	Monthly Reports	Bi Annually	8	8	4	8	4	N/A	100%		Head. Administration
		Number of library visitors	Monthly Reports	Bi Annually	24 000	24 000	12 000	32397	12 000	N/A	135%		Head: Administration
Wasbank Library	To render an efficient library service to the residents of Endumeni	Number of books and other materials issued	Monthly Reports	Bi Annually	11 000	11 000	5 500	3973	5 500	N/A	36%		Head: Administration
		Number of educational programmes conducted	Monthly Report	Bi Annually	6	6	3	0	3	N/A	PART TIME		Head: Administration
		Number of library visitors	Monthly Reports	Bi Annually	~	~	~	~	~	~	~		Head: Administration
Glencoe Library	To render an efficient library service to the residents of Endumeni	Number of books issues	Monthly Reports	Bi Annually	70 000	70 000	35 000	26437	35 000	N/A	38%		Head: Administration
		Number of educational programmes conducted	Monthly Reports	Bi Annually	10	10	5	8	5	N/A	80%		Head: Administration
		Number of library visitors	Monthly Reports	Bi Annually	80 000	80 000	40 000	41909	40 000	N/A	52%		
Archives/ Registry	To adeqately manage and store all Council records	Records kept of in- and out-going mail / status of filing on files and Government Gazettes	Registry Filing System	Monthly	12	12	6	6	6	N/A	50%		Head. Administration
Business Licensing	To ensure that all categorized businesses complies with the Business Licensing Act	Number of Business Licences	Filing System - Licensing Records	Annually	Actual Figures	Actual	Actual	12	N/A	N/A	~		Head: Health Services
Council and Committee work	To enable the Council to meet and take decisions on deliverables	Number of Exco and Council meetings held p/a	Attendance register and Minutes	Bi Annually	18	18	9	11	9	N/A	61%		Head: Administration
Disaster Management	To ensure that the Disaster Management Plan is updated on a regular basis	Progress made with the annually update of the Disaster Management Plan	Disaster Management Report	Bi Annually	12 Reports	12	6	6	6	N/A	50%		Head: Safety & Security
Fire Fighting Service	To ensure the delivery of a comprehensive fire fighting service in accordance with memorandum of agreement	Report on usage of Endumeni Municipal equipment in use by Rural Metro	Month-end Report	Bi Annually	12 Monthly Reports	12	6	6	6	N/A	50%		Head: Safety & Security
Information Technology	To improve communication	Progress made with setting up a website for the Endumeni Municpality	Computer Training and Website Update	Bi Annually	4	4	2	6	2	N/A	150		Manager Corporate Services

ENDUMENI MUNICIPALITY:
F SERVICES DEPARTMENTAL SCORECARD:PMS REPORTING F JANUARY 2009

REPORT MANAGER FINANCE 1JULY 2008 TO 30 DECEMBER 2008

KPA	OBJECTIVE	KPI'S	SOURCE	FREQUENCY	EXPLANATION OF RATIOS /KPI	BASELINE	ANNUAL TARGET 2006/7	TARGET FOR THE FIRST 6 MONTHS	ACTUAL FOR FIRST 6 MONTHS	TARGET FOR THE SECOND 6 MONTHS	ACTUAL FOR THE SECOND 6 MONTHS	REASONS FOR PERFORMANCE STATUS	RECOMMENDED CORRECTIVE ACTION	RESP OFFICIAL
Budget process	To meet the MFMA budget process requirements	Compilation and adoption of an annual budget process plan (sec 21)	MFMA	Annually	None	Aug	Aug	Aug	aug	N/A				Financial Manager
Creditors	To pay creditors within 45 days from date of statement	Creditors days	Creditors Payment System	Bi annual	This ratio indicates the time taken to pay creditors. Major increases will indicate liquidity problems.	45 days	45	45	45	35				Chief Accountant Expenditure
Debtors	To retain the financial viability of the municipality	**Average debtors** period	Age Analysis	Bi annual	None	60 days	60 days	60 days	65days	60 days				Accountant Income
Financial viability	To monitor the financial viability of the Endumeni Municipality	**Outstanding Service Debtors** to Revenue as defined in the Municipal Planning and Performance Management Regulations (2001) (A=B/C)	Financial System	Annually	None	46%	44%	44%	46%	44%				Financial Manager
		Cost Coverage as defined in the Municipal Planning and Performance Management Regulations (2001) (A=(B+C)/D)	Financial System	Annually	None	5:1	6:1	6:1	5 8:1	6.1				Financial Manager
		Debt Coverage as defined in the Municipal Planning and Performance Management Regulations (2001) (A=(B-C)/D)	Financial System	Annually	None	16:1	17:1	17:1	17.0:1	17:1				Financial Manager
Financial statements	To meet the MFMA requirements re financial statements	Meeting the deadlines for the completion and submission via Office of the MM of financial statements to the Auditor-General	MFMA	Annually	None	Aug	Aug	Aug	Nov	n/a				Financial Manager
Growth in debtors	To monitor and manage the growth in debtors	% growth in debtors	Consumer Control Report	Bi annual	This ratio, when reviewed against the annual increase in revenue, indicates the extent of net increases in debtors. Theoretically the increase in debtors should not exceed the increase in annual income.	20%	18%	18%	17%	18%				Accountant Income
Income	To ensure a steady income growth for Council	% growth in income	Budget Report	Bi annual	This is used as a benchmark to measure liquidity and working capital. It also indicates the probable overall increase in tariffs.	4%	5%	5%	5%	5%				Assistant Financial Manager
	To sent out timeous consumer accounts	Extent to which account and other deadlines have been met	Billing report	Bi annual	None	25th day of each month	25th day of each month	25th day of each month	25th day of each month	25th day of each month				Assistant Financial Manager
MFMA and other reporting requirements	To meet all the legal financial reporting requirements	Extent to which all reporting deadlines have been met	Financial System	Bi annual	None	n/a	100% compliance	100% compliance	100% compliance	100% compliance				Assistant Financial Manager
Personnel cost	To keep personnel cost within reasonable limits	Personnel cost as a % of total expenditure	Budget	Annually	The ratio measures the extent to which expenditure is applied for the payment of personnel.	37%	36%	36%	37%	n/a				Financial Manager
Property Rates Act	To manage the implementation of the Property Rates Act	Report on the progress made with the implementation of the Property Rates Act (as reported by service provider)	Service Provider Report	Bi annual	None	n/a	Progress made against contract	Progress made against contract	Progress made against contract	Progress made against contract				Financial Manager
Return on capital invested	To calculate return on capital invested	Surplus before appropriations as a % of total assets	Financial Statements	Annually	This ratio gives an indication of the municipality's ability to generate a net surplus from a given asset base	7%	8%	8%	8%	8%				Financial Manager
Salaries	To ensure payment of personnel	Extent to which payment and return deadlines have been met	Payroll System	Bi annual	None	100% compliance	100% compliance	100% compliance	100% compliance	100% compliance				Chief Accountant Expenditure
Statutory funds backed by cash	To ensure all funds are backed by investments	Statutory funds backed by investments and bank	Financial Statements	Annually	This ratio indicates liquidity and ascertains the extent to which monies set aside for specific purposes has been utilised form operating purposes.	38%	40%	40%	39%	40%				Financial Manager
Taxes and revenue	To effectively collect revenue	% collections against amounts raised for rates and taxes	Consumer Collection Report	Bi annual	None	70%	75%	73%	81%	77%				Accountant Income

Waste Management	To facilitate Integrated Waste Management	% of households with a weekly refuse removal service	Output	Monthly Report Manager: Sanitation Services	Bi Annually	80%	90%	85%	85%			100% COMPLIANCE	NIL	Manager: Sanitation Services
		Extent of compliance of Glencoe site with DWAF regulations	Output	Monthly Report Manager: Sanitation Services	Bi Annually	75%	85%	80%	80%			100% COMPLIANCE	NIL	Manager: Sanitation Services & Manager Admin Technical Services
OSH Act	To facilitate implementation of OHS Act Technical Services Dept. only	Extent of compliance with applicable sections of Act	Process	Monthly report Manager. Admin. Technical Services	Bi Annually	Compliance Process Plan	Compliance ito Process Plan	Compliance ito Process Plan	Compliance ito Process Plan			100% COMPLIANCE	NIL	Manager: Admin.Technical Services

ENDUMENI MUNICIPALITY

IDP Report
2009/2010

File 1 of 2

Spatial Development Framework Sector Plan

THE SPATIAL DEVELOPMENT FRAMEWORK

This section of the IDP addresses the spatial development framework of the Endumeni Municipality. The Endumeni Municipality SDF is systematically integrated with the Umzinyathi SDF of 2007 undertaken by the PLPD: Pat Luckin Planning and Development team.

Introduction

In terms of the Municipal Systems Act, 2000 (MSA), all municipalities are required to prepare Integrated Development Plans (IDP's). An important component of IDP's are spatial development frameworks (SDF's) which are developed in terms of the White Paper on Spatial Planning and Land Use Management, 2001(WSP). The White Paper stresses integrated planning for the sustainable management of land and resources. It provides for a single framework for spatial planning and land use management and the rationalization of the numerous policies and legislative frameworks into one integrated system. Policy and legislation which effects land management and its sustainable usage is important for the development of an SDF and needs to be carefully considered in the process. Consequently, the core legislation, policy, plans and International Conventions relevant to the Endumeni Local Municipality SDF include inter alia:

International level:

- The Millennium Development Goals Ecosystems Assessment Report of 2005
- Action Agenda 21 of 2003;
- Convention on Biological Diversity;
- Convention on International Trade in Endangered Species of Wild Fauna and Flora;
- Convention on Migratory Species (Bonn Convention);
- Ramsar, Convention on Wetlands; and
- United Nations Framework Convention on Climate Change

National Level:

- The Constitution, Act 108 of 1996;
- The National Spatial Development Perspective;
- Municipal Systems Act, No 32 of 2000;
- The White Paper on Spatial Planning & Land Use Management, 2000 and the Land Use Management Bill ('LUMB');
- The Environment Conservation Act, 1989 (ECA);
- National Environmental Management Act No 107 of 1998 (NEMA);
- National Environmental Management Biodiversity Act No 10 of 2004;
- National Water Act No 36 of 1998;
- National Forests Act No 84 of 1998;
- Subdivision of Agricultural Land Act No 70 of 1970;
- The Development Facilitation Act No 67 of 1995;
- The National Land Transportation Transition Act No 22 of 2000;
- National Heritage Resources Act No. 25 of 1999; and
- National Building Regulations and Building Standards Act 103 of 1977.

Provincial Level:

- KwaZulu-Natal Provincial Roads Act No. 4 of 2001;
- The Provincial Growth and Development Strategy;
- Less Formal Township Establishment Act No. 113 of 1991;
- KwaZulu Amakhosi and Iziphakanyiswa Act No. 9 of 1990
- KwaZulu Amakhosi and Iziphakanyiswa Amendment Act No. 5 of 1995;
- KwaZulu Land Affairs Act No. 11 of 1992;
- KwaZulu-Natal Ingonyama Trust Act 3 of 1994 as amended by 9 of 1997
- Kwazulu-Natal Nature Conservation Management Act No. 9 of 1997;
- KwaZulu-Natal Nature Conservation Management Amendment Act No. 5 of 1999;
- KwaZulu Natal Land Administration Act No. 3 of 2003; and
- KwaZulu-Natal Heritage Act, No. 10 of 1997;

2. The international, national, district and local municipal areas of jurisdiction:

The Endumeni SDF is strongly aligned with the uMzinyathi Sustainability Framework which serves as the district level SDF. In this context, the uMzinyathi IDP states that sustainability should be understood at the level of the Millennium Development Goals, National and Provincial Policy levels:

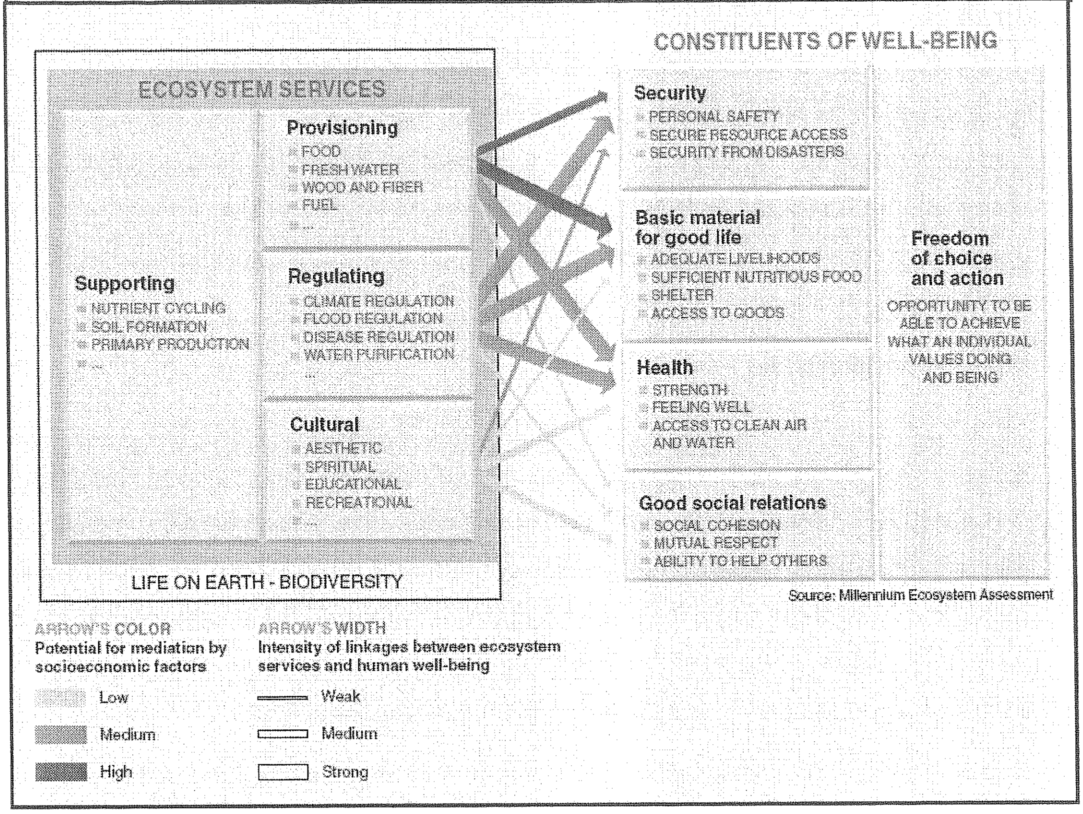
☐ **Sustainability, Millennium Development Goals, National and Provincial Policy Alignment**

The red thread that runs through the International, National and Provincial policy and legislation applicable to the IDP process in uMzinyathi is the drive to address ***poverty, inequality and sustainable development***. This drive is entrenched in the notion of a "developmental state" which is explained in the Provincial Spatial Economic Development Strategy (PSEDS) as follows:

> "The concept of a developmental state – which applies both to the country and the province – is rooted in the Millennium Development Goals (MDGs) adopted by the United Nations. ***Indeed both the national and provincial government's development strategies and interventions should be viewed in the context of, and measured against, these international development goals which apply to all countries across the globe.*** The MDGs which need to be achieved by 2015 are:

1. Eradication of extreme poverty and hunger
   - Halve the proportion of people with less than R6.00 per day
   - Reduce by half the proportion of people who suffer from hunger
2. Achievement of universal primary education
   - Ensure that all boys and girls complete a full course of primary schooling
3. Promotion of gender equality and empowerment of women
   - Eliminate gender disparity in primary and secondary education preferably by 2005, and at all levels by 2015
4. Reduction in child mortality
   - Reduce by two thirds the mortality rate among children under five
5. Improvement of maternal health
   - Reduce by three quarters the maternal mortality ratio
6. Combating HIV/AIDS, malaria and other diseases
   - Halt and begin to reverse the spread of HIV/AIDS
   - Halt and begin to reverse the incidence of malaria and other major diseases
7. Ensuring environmental sustainability
   - Integrate the principles of sustainable development into country policies and programmes; reverse loss of environmental resources

FIGURE NO. 24 ECOSYSTEMS SERVICES OF THE SDF IN RELATION TO WELL BEING
(Source: Millennium Ecosystems Assessment 2005, uMzinyathi IDP 2007)



Source: Millennium Ecosystem Assessment

During community participation phases of the uMzinyathi IDP and in particular in relation to participation of Endumeni citizens, addressing poverty and development from the perspective of harnessing and managing natural assets and valuing the services provided by ecosystems was stressed. The importance of ecosystems services were stressed particularly with regard to wetlands, grasslands, water, energy, land use and culture based tourism. Ecosystem services include *provisioning services* such as food and natural energy sources, *regulating* services such as water quality enhancement; *cultural services* such as the spiritual benefits obtained from archeological sites rocks and water bodies; and *supporting services* such as nutrient cycling. Poverty reduction is fundamentally related to the flow of ecosystem services. Consequently, the degradation of ecosystem services is detrimental to the poor in Endumeni and can be seen as one of the "principal factors causing poverty" given the heavy reliance on ecosystem services in the provision of food, water, energy, health and wellbeing in rural areas. (Millennium Strategic Ecosystems Assessment

Spatial distribution of Social Facilities

The urban centre of Dundee is adequately provided with social facilities such as the post office, magistrates court, hospital municipal offices, offices of department of welfare and population development, children's home, sports fields and worship sites. The rural areas lack of social facilities. The only facilities that exist in rural areas include schools, clinics and churches. The social facilities need to be provided in terms of the RDP guidelines. There is a lack sports facility, libraries, government departmental offices and police stations in rural areas of Endumeni .

3. Outline spatial objectives and priorities – alignment with Umzinyathi District SDF

The following goals were developed for formulating objectives and strategies to address sustainability in the district and should be reflected in the Endumeni SDF:

- ☐ Sustainable conservation, usage of eco-systems and enhancing wellbeing;
- ☐ Combating poverty by enabling the poor to achieve sustainable livelihoods, economic empowerment and social cohesion;
- ☐ Sustainable agriculture, tourism, rural and urban development;
- ☐ Sustainable land and human settlement development;
- ☐ Sustainable infrastructure development and addressing poverty;
- ☐ Sustainable social services, heath, water and sanitation provision; and
- ☐ Sustainable governance, financial and institutional development.

These localized sustainability objectives inform the structuring elements of the SDF which are shown in Maps No.1-8 held in Annexure A. The composite SDF is made up of layers of structuring elements. Each of the elements and associated maps are discussed in turn.

- ☐ **Map No 2** shows the agricultural potential with the nodes corridors and archeological sites for integrated economic and tourism development

- ○ The Primary Development Corridor is the provincial road (R68) linking Endumeni town and Dundee, and from Endumeni town to Babanango and Melmoth. The corridor is the main trade and transportation route because it links up with N11 which and the National route (N3), which serves as a link with major provincial centres such as Durban and Pietermaritzburg. Development should be encouraged along this primary route.

- ○ Secondary Development Corridors include P54 between Endumeni town and Ngolokodo. This road links up with R33 between Dundee and Vryheid. The corridor is important because it connects a number of existing and emerging settlements and provides a link with R 33. An additional secondary

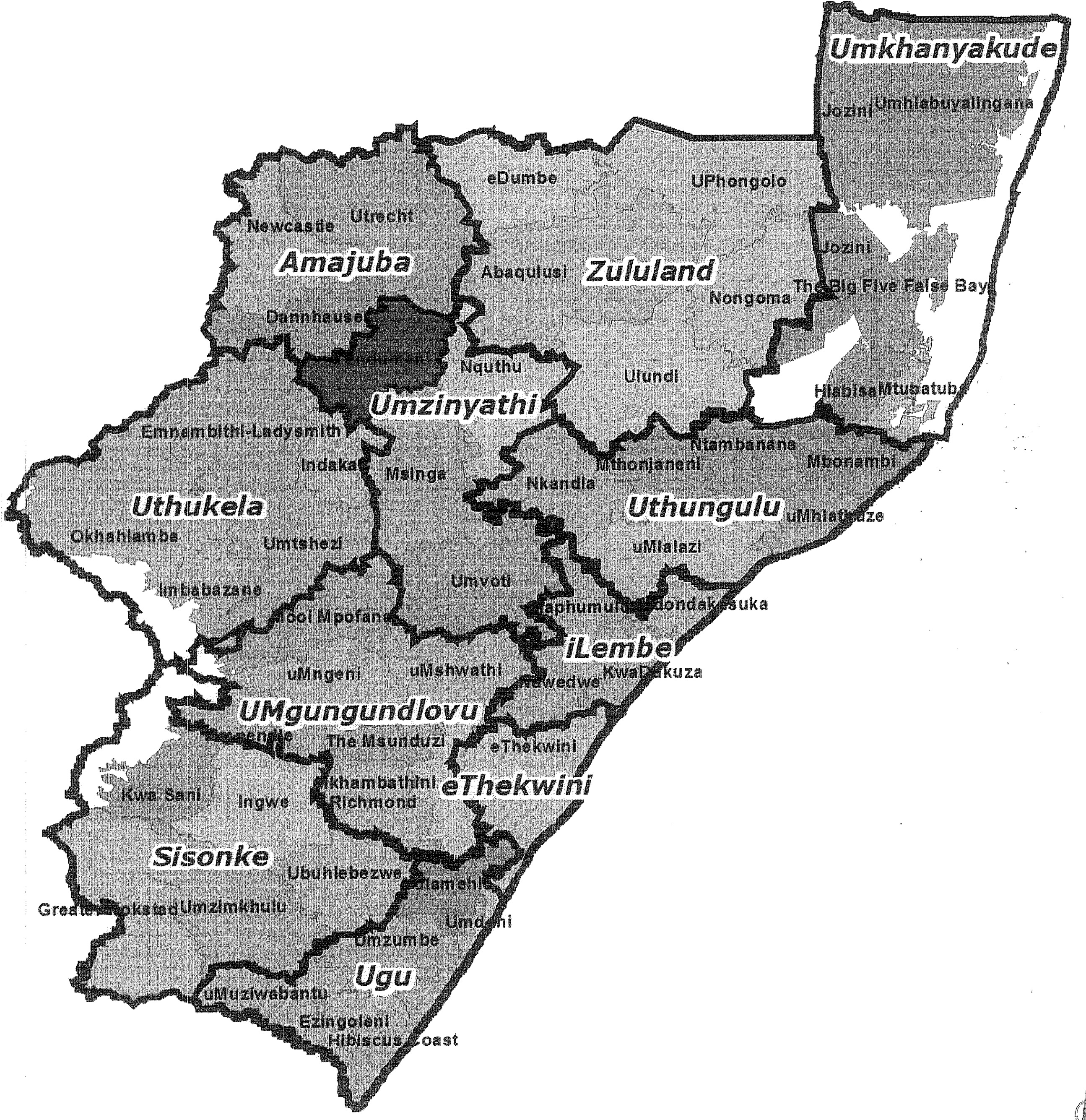
☐ **Map No 3** shows the areas for integration of land reform with agriculture, development and BEE mentoring areas which can address the issues of combating poverty, economic and social empowerment;

☐ . **Map No 4** four indicates the wetlands in relation to settlements and neighbouring municipalities and stresses that wetlands are important ecological assets which need to be used wisely by the municipality. This provides the basis for "Sustainability Dialogues" with potential partners and investors who may be interested in the ecological economics of the area and in maintaining and monitoring the services wetlands provide for the area and its neighbours. These wetlands provide social and ecological services for the local municipality and contribute to the sustainability of human settlements.

☐ **Map No5a and 5b** , includes the ecological assets of the Endumeni local municipal area which can address escalating poverty and are the bedrock of the inter-sector issue of the sustainable harnessing of natural assets and social development. These Maps show the environmentally sensitive areas throughout the municipality. These areas include interrelated areas providing valuable ecosystems services to the Municipality and the people whose well being is at stake. These areas are of strategic importance for medicinal plants, birds, mammals, various species, landscapes, grasslands, wetlands, rivers and forests at a local level although the data was derived from the Provincial strategic environmental assessment process. Here sustainability dialogues can potentially be developed to asses the exact economic value of these areas to the municipality in the services that they provide. Development in these areas should proceed with caution and all archeological and heritage sites should be identified and preserved in these areas.

☐ **Map No 7 and 8 show the integrated institutional arrangement for an area based SD as required department of land affairs.**

Map 1a.
Endumeni Local Municipality: in relation to District and Local Municipalities in KwaZulu Natal



Legend

▨ Endumeni Boundary

☐ District Municipalities

0 10 20 40 60 80 Kilometers

N

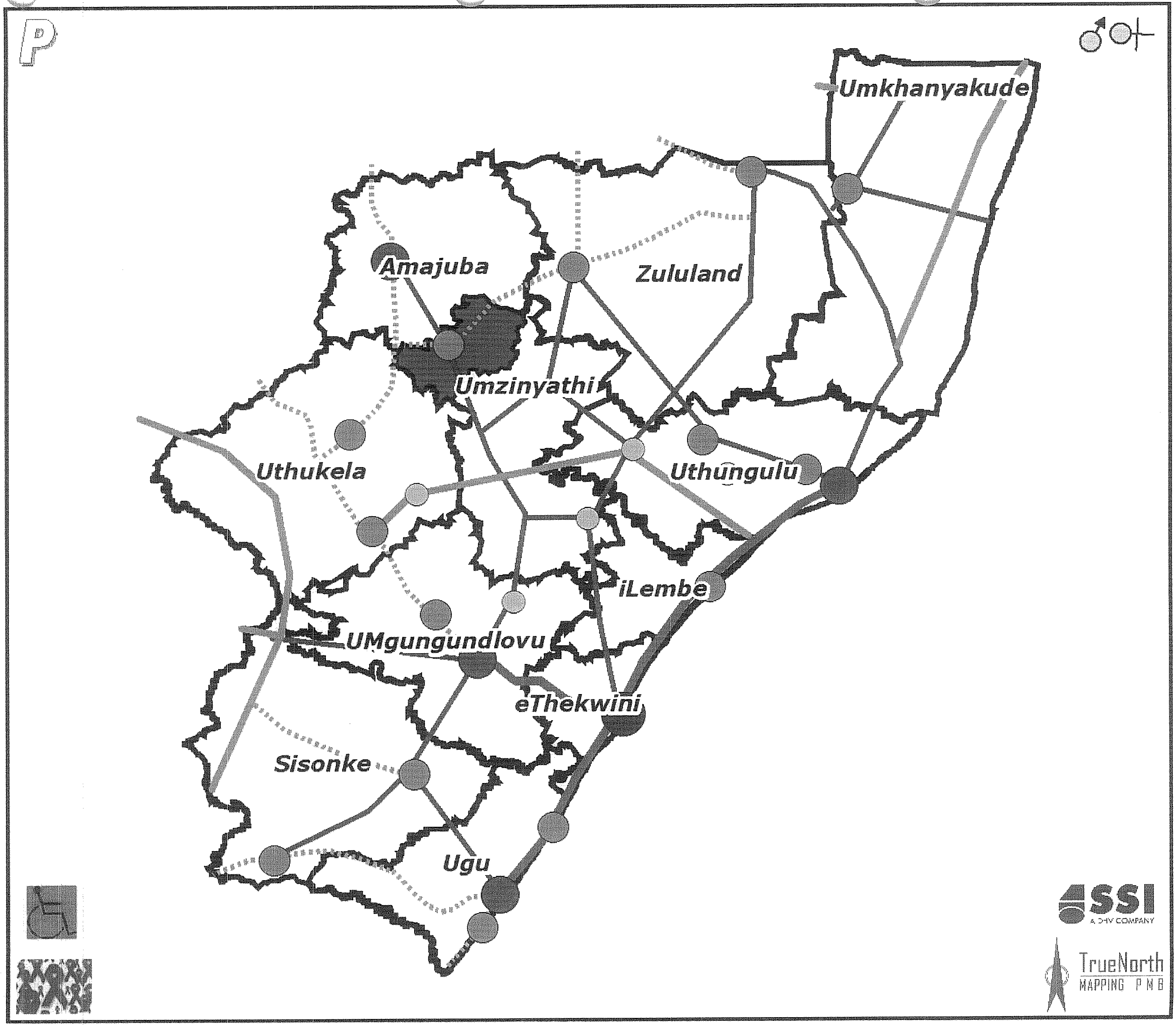
Collaborative Action Planning Africa

- Integrated, Sustainable Development Planning
- Strategic Environmental Assessments
- Land Use Management
- Local Knowledge Research
- Gender/HIV/Poverty Analysis
- Local Economic Development
- Spatial Planning
- Participatory GIS

6 DULWICH ROAD
SCOTTSVILLE
PIETERMARITZBURG
TEL: 033 - 386 0242
FAX: 088 033 3860242
CELL: 082 7725 404
email: patluckin@gmail.com

SSI
A DHV COMPANY

TrueNorth
MAPPING PMB



Map 1b.
Endumeni Local Municipality: Provincial Alignment of Nodes, Corridors and Transportation Routes

Legend

- ▨ Endumeni Boundary
- ☐ District Municipalities

Nodes

- ● 1
- ● 2
- ● 3
- ○ 4
- Multi Sectoral Activity Corridor
- Tourism Activity Corridor
- Agricultural Activity Corridor
- Existing Corridor

0 10 20 40 60 80 Kilometers

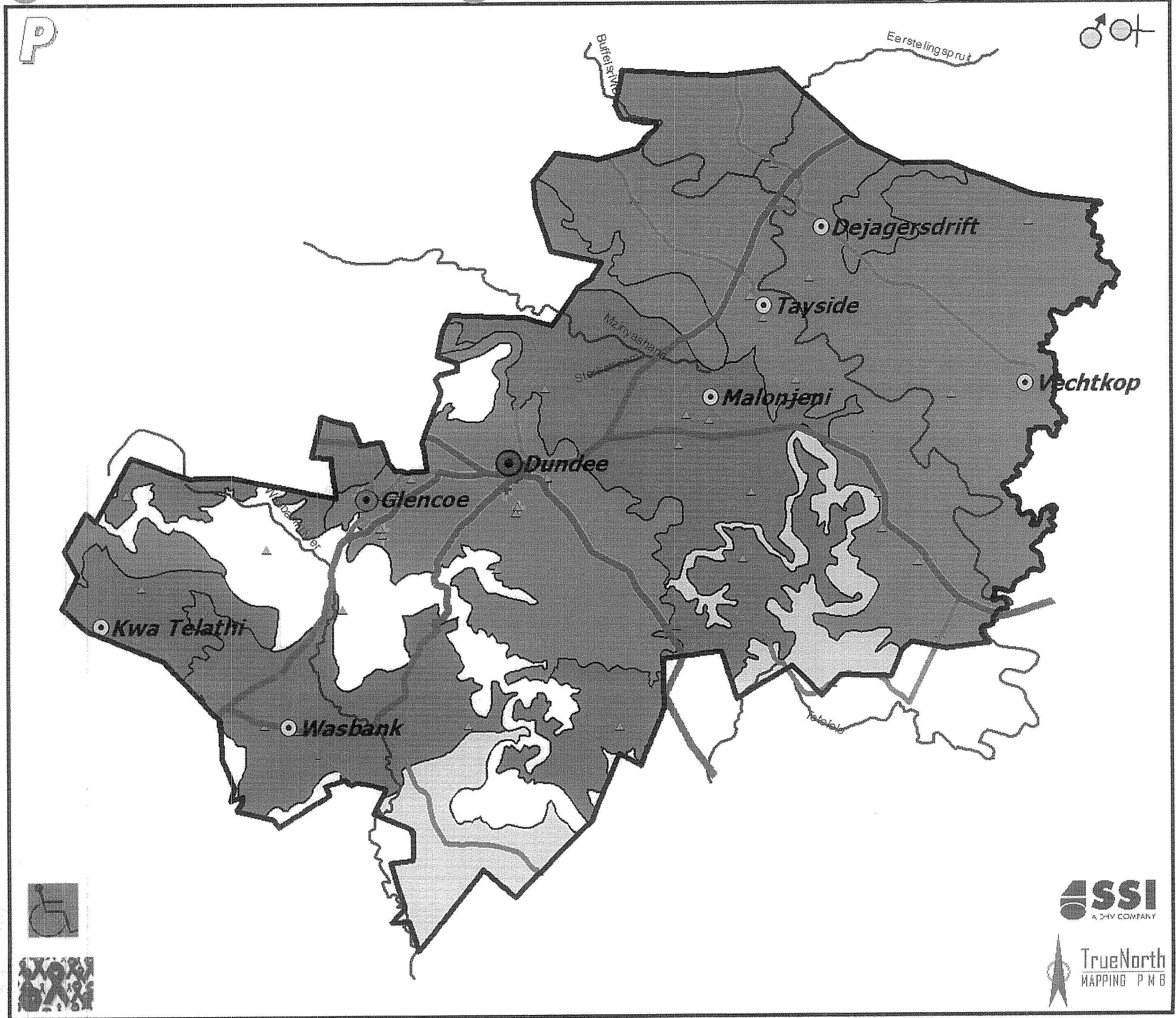
N

CAPA Collaborative Action Planning Africa

- Integrated Sustainable Development Planning
- Strategic Environmental Assessments
- Land Use Management
- Local Knowledge Research
- Gender/HIV/Poverty Analysis
- Local Economic Development
- Spatial Planning
- Participatory GIS

6 DULWICH ROAD
SCOTTSVILLE
PIETERMARITZBURG
TEL: 033 - 386 0242
FAX: 088 033 3860242
CELL: 082 7725 404
email: paduckin@gmail.com

Map 2.
Endumeni Local Municipality: Agricultural Potential

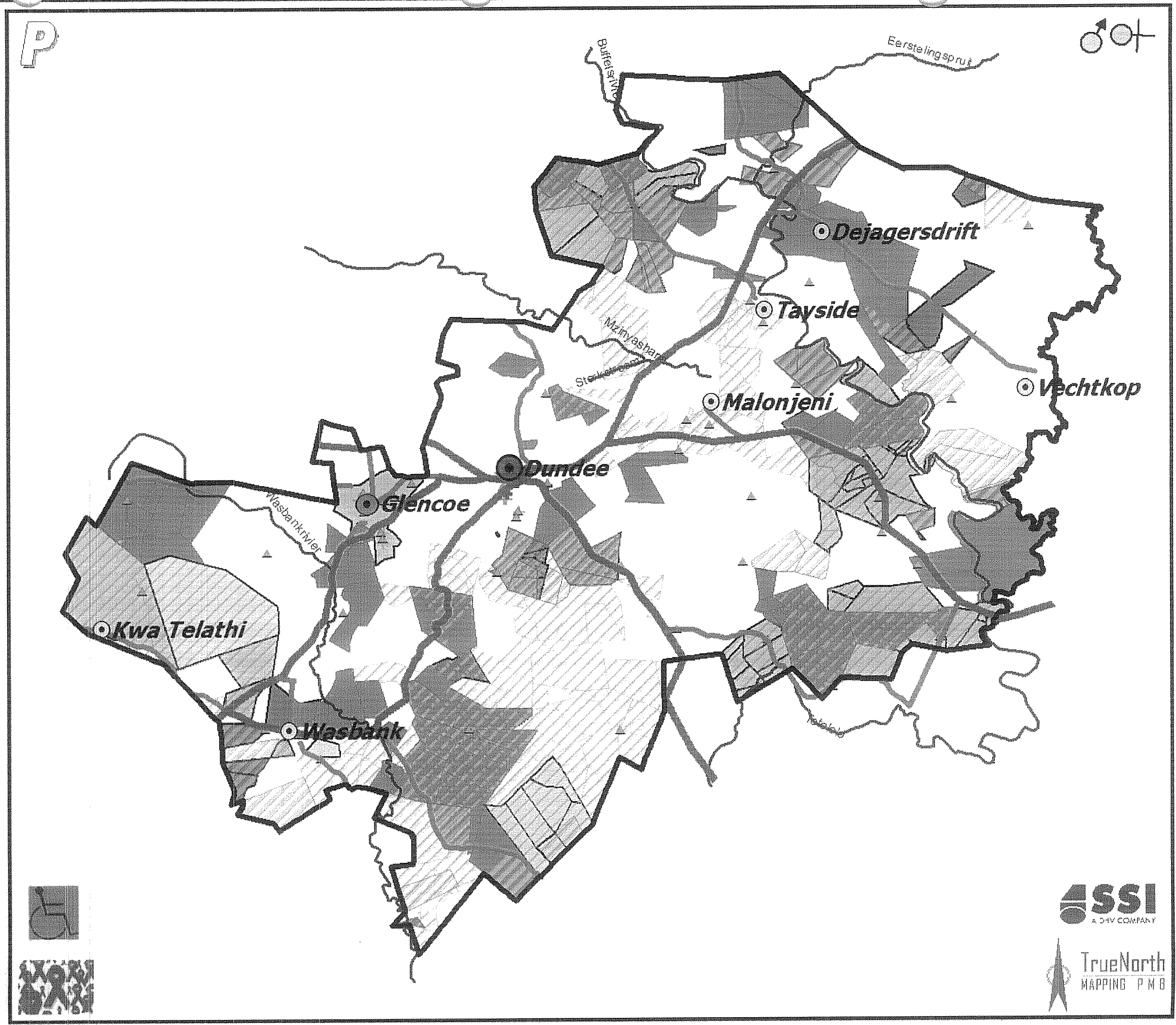


Collaborative Action Planning Africa

- Integrated, Sustainable Development Planning
- Strategic Environmental Assessment
- Land Use Management
- Local Knowledge Research
- Gender/HIV/Poverty Analysis
- Local Economic Development
- Spatial Planning
- Participatory GIS

6 DULWICH ROAD
SCOTTSVILLE
PIETERMARITZBURG
TEL 033 - 386 0242
FAX: 088 033 3860242
CELL: 082 7725 404
email: pafuckin@gmail.com

Map 3a. Endumeni Local Municipality: Land Reform



Legend

- Endumeni Boundary

Development Nodes

- ● Primary Node
- ● Secondary Node
- ⊙ Tertiary Node

Development Corridors

- Primary
- Secondary
- Tertiary
- ▨ Restitution Claims
- ▨ Settled Restitution
- ▨ Redistribution Projects
- ▨ Labour Tenant Applications
- ▨ Gazetted Restitution
- ▨ Transferred Redistribution
- Main Rivers

0 1 2 4 6 8 Kilometers

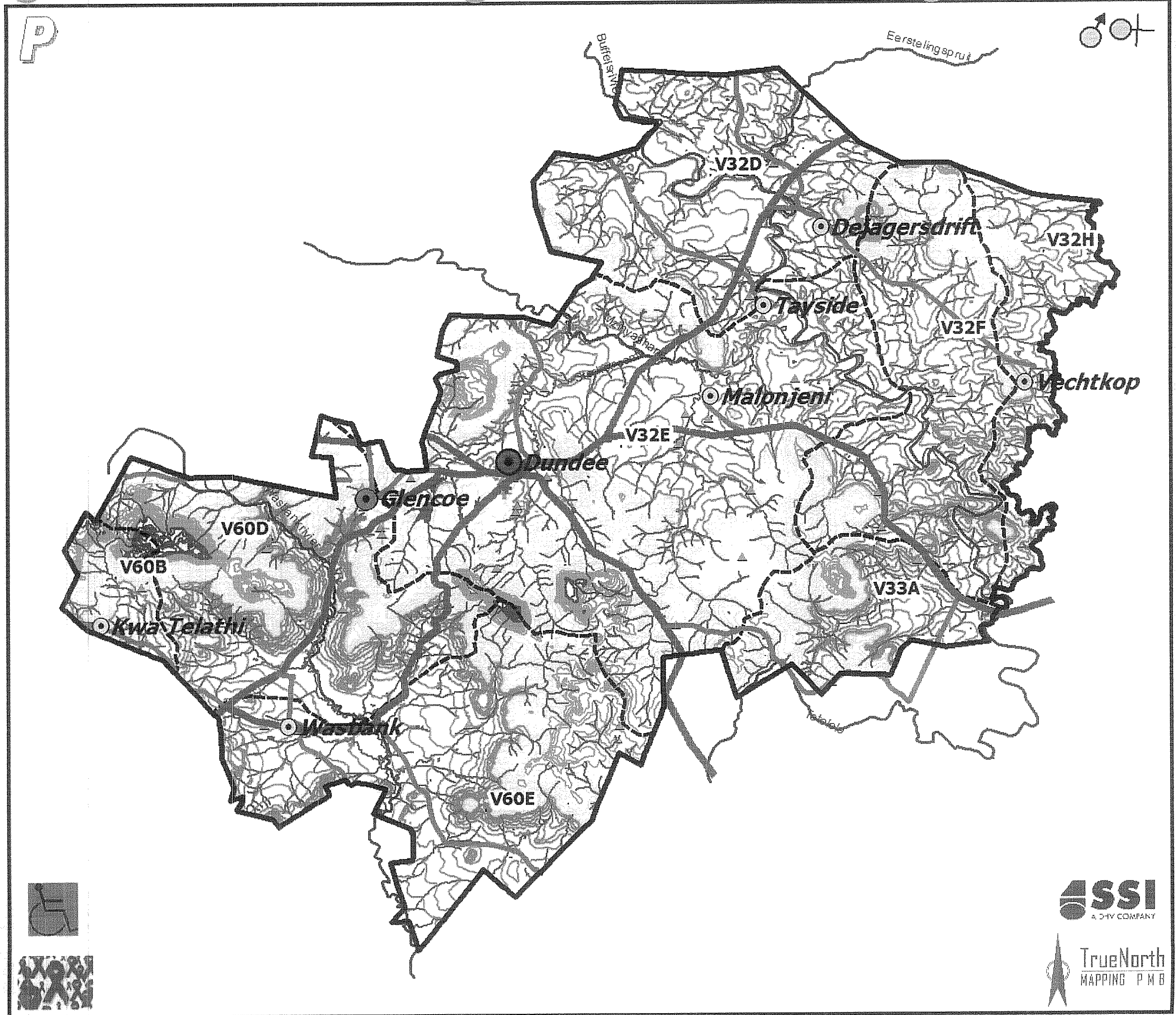
N

CAPA Collaborative Action Planning Africa

- Integrated Sustainable Development Planning
- Strategic Environmental Assessments
- Land Use Management
- Local Knowledge Research
- Gender/HIV/Poverty Analysis
- Local Economic Development
- Spatial Planning
- Participatory GIS

6 DULWICH ROAD
SCOTTSVILLE
PIETERMARITZBURG
TEL. 033 - 386 0242
FAX: 088 033 3860242
CELL: 082 7725 404
email: paduckin@gmail.com

Map 3b.
Endumeni Local Municipality: Topography



Legend

- Endumeni Boundary

Development Nodes

- ● Primary Node
- ● Secondary Node
- ⊙ Tertiary Node

Development Corridors

- Primary
- Secondary
- Tertiary
- Quaternary Catchment Boundaries
- Main Rivers
- Watercourses
- Dams and Lakes

Contour Elevation (m)

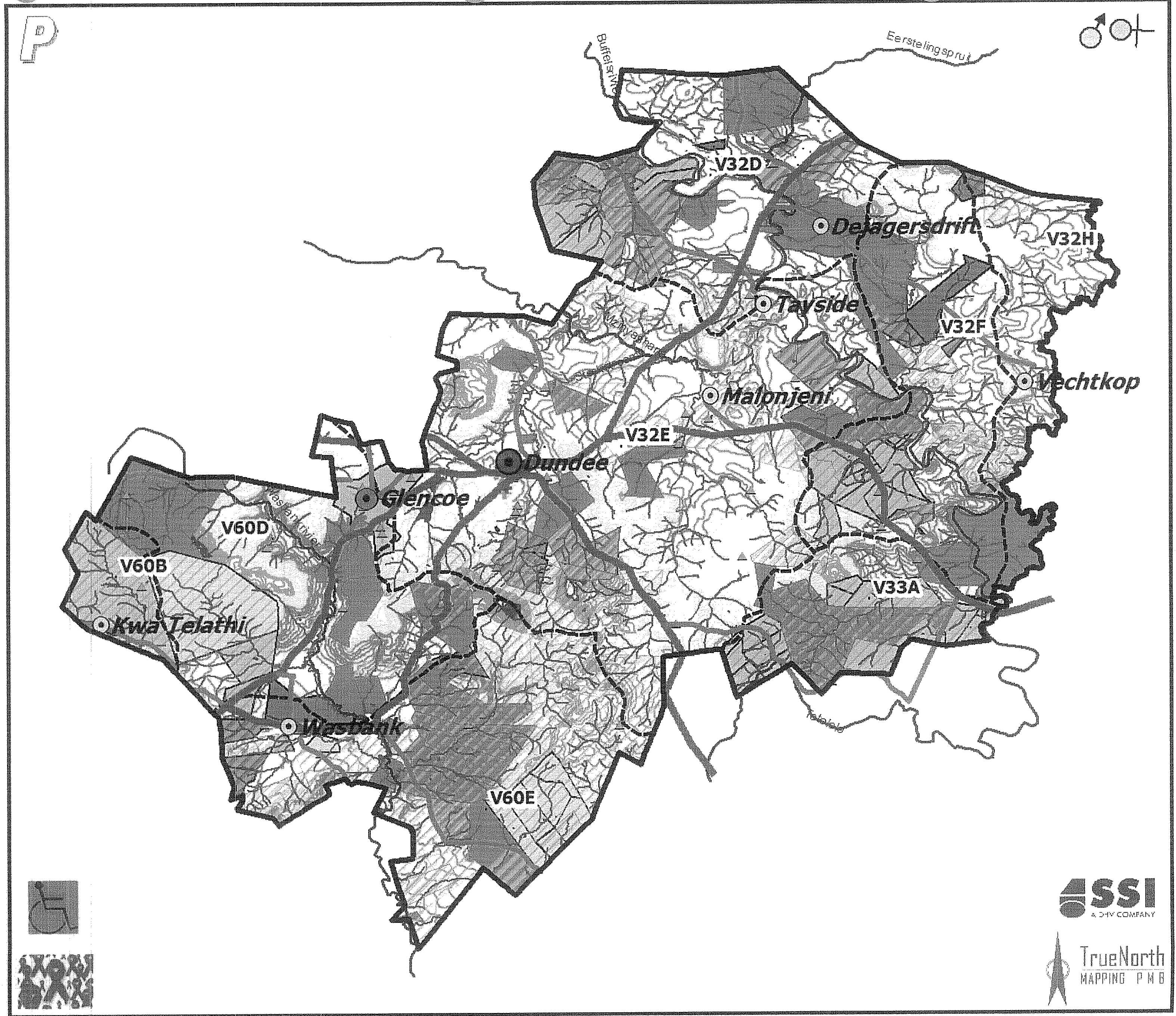
- 1000-1250
- 1251-1400
- 1401-1600
- 1601-1800

CAPA Collaborative Action Planning Africa

- Integrated Sustainable Development Planning
- Strategic Environmental Assessments
- Land Use Management
- Local Knowledge Research
- Gender/HIV/Poverty Analysis
- Local Economic Development
- Spatial Planning
- Participatory GIS

6 DULWICH ROAD
SCOTTSVILLE
PIETERMARITZBURG
TEL: 033 - 386 0242
FAX: 088 033 3860242
CELL: 082 7725 404
email: pasluckin@gmail.com

Map 3c.
Endumeni Local Municipality: Land Reform in relation to Topography



Legend

- ▨ Endumeni Boundary

Development Nodes

- ● Primary Node
- ● Secondary Node
- ⊙ Tertiary Node

Development Corridors

- ▬ Primary
- ▬ Secondary
- ▬ Tertiary
- ▨ Restitution Claims
- ▨ Settled Restitution
- ▨ Redistribution Projects
- ▨ Labour Tenant Applications
- ▨ Gazetted Restitution
- ▨ Transferred Redistribution
- - - - Quaternary Catchment Boundaries
- — Main Rivers
- — Watercourses
- ▨ Dams and Lakes

Contour Elevation (m)

- — 1000-1250
- — 1251-1400
- — 1401-1600
- — 1601-1800

0 1 2 4 6 8 Kilometers

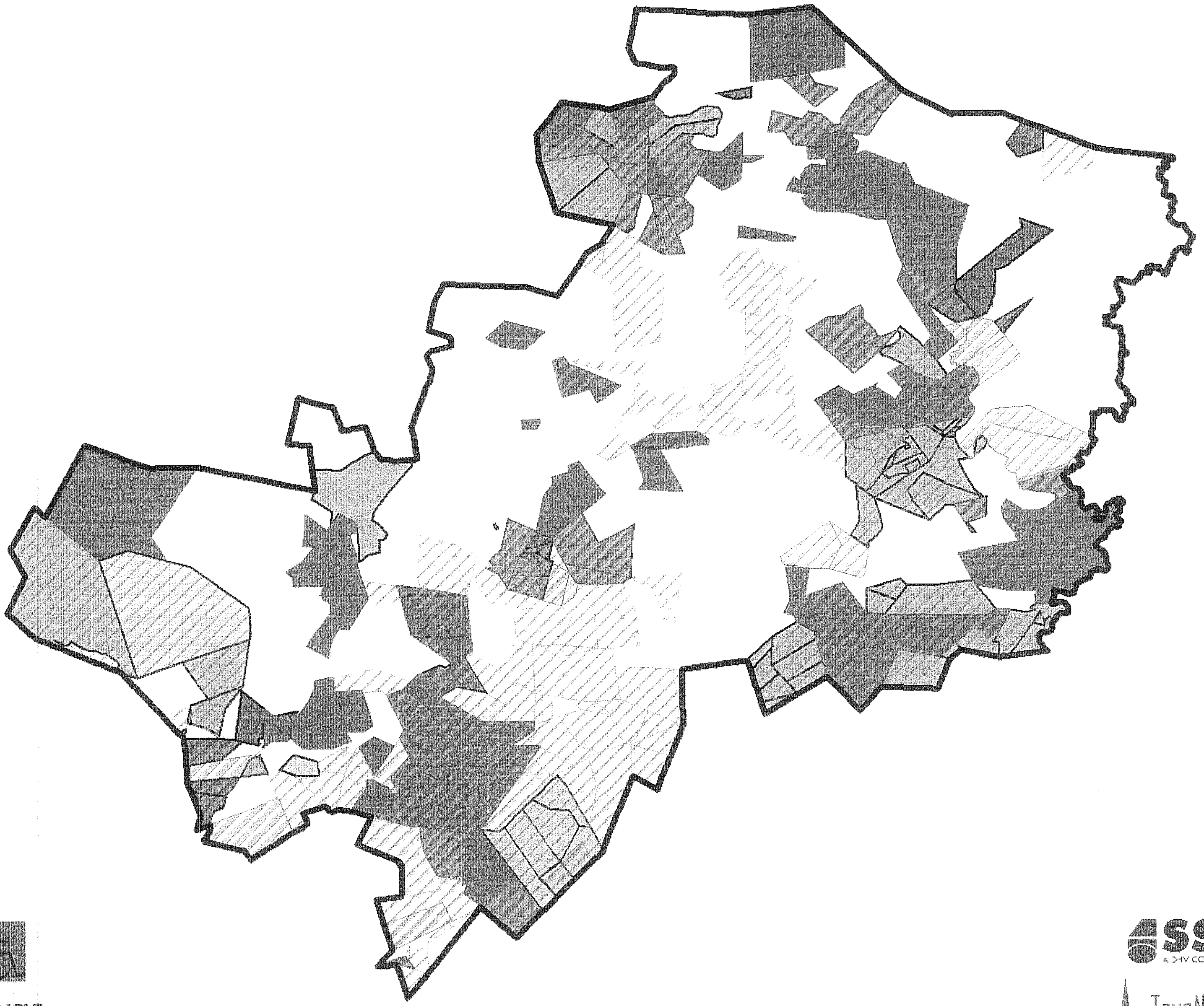
N

CAPA Collaborative Action Planning Africa

- Integrated, Sustainable Development Planning
- Strategic Environmental Assessments
- Land Use Management
- Local Knowledge Research
- Gender/HIV/Poverty Analysis
- Local Economic Development
- Spatial Planning
- Participatory GIS

6 DULWICH ROAD
SCOTTSVILLE
PIETERMARITZBURG
TEL 033 - 386 0242
FAX: 086 033 3860242
CELL: 082 7725 404
email: pstuchin@gmail.com

Map 3d. Endumeni Local Municipality: Land Reform Overlay



Legend

- ▨ Endumeni Boundary
- ▨ Restitution Claims
- ☐ Settled Restitution
- ▨ Redistribution Projects
- ▨ Labour Tenant Applications
- ☐ Gazetted Restitution
- ▨ Transferred Redistribution

CAPA Collaborative Action Planning Africa

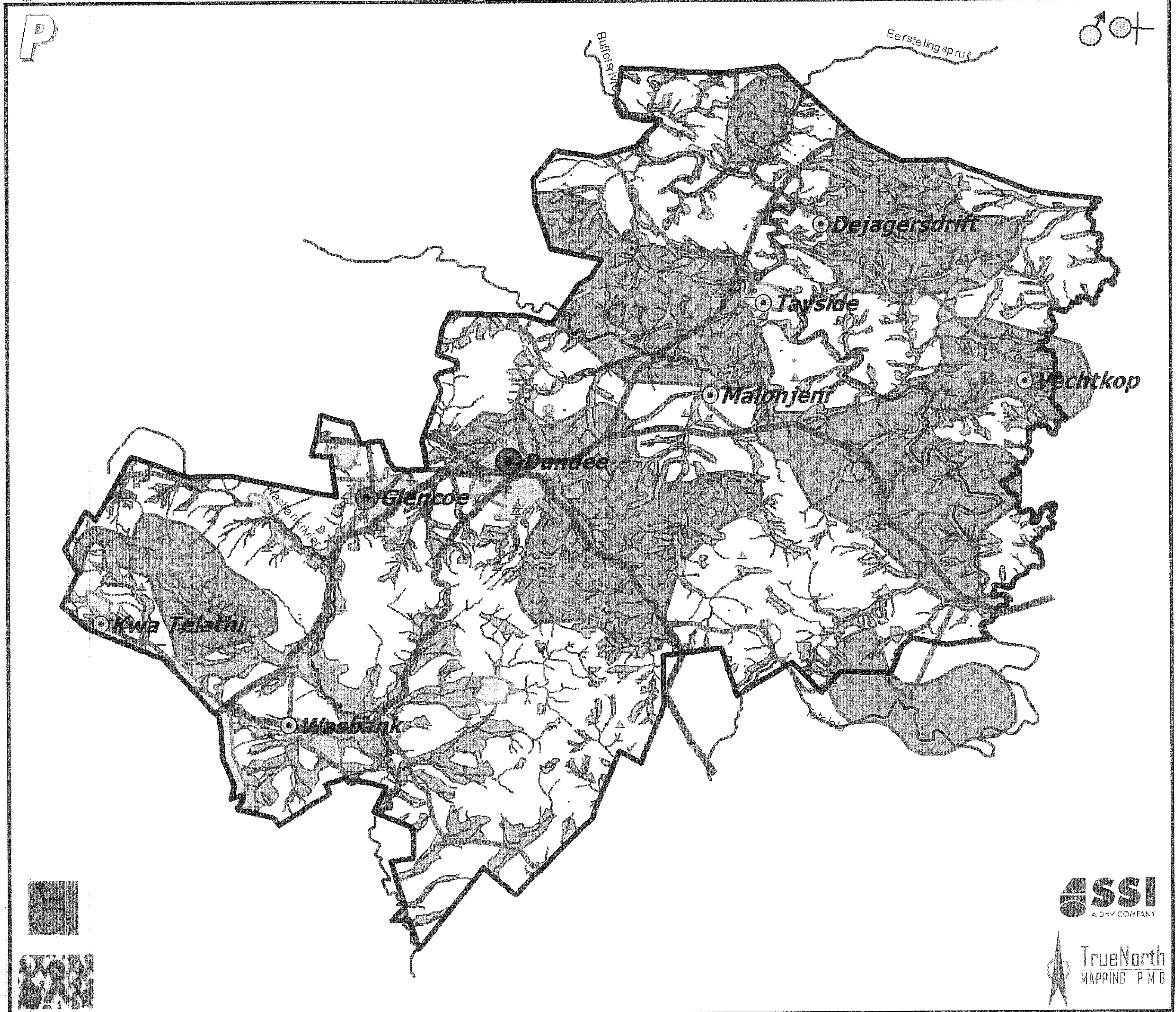
- Integrated Sustainable Development Planning
- Strategic Environmental Assessment
- Land Use Management
- Local Knowledge Research
- Gender/HIV/Poverty Analysis
- Local Economic Development
- Spatial Planning
- Participatory GIS

6 DULWICH ROAD
SCOTTSVILLE
PIETERMARITZBURG
TEL. 033 - 386 0242
FAX: 088 033 3860242
CELL: 082 7725 404
email: patluckin@gmail.com

SSI A DHV COMPANY

TrueNorth MAPPING PMB

Map 4. Endumeni Local Municipality: Wetlands and Settlement Integration Map



Legend

▨ Endumeni Boundary

Development Nodes

- ● Primary Node
- ● Secondary Node
- ⊙ Tertiary Node

Development Corridors

- ▬ Primary
- ▬ Secondary
- ▬ Tertiary
- ▨ Settlements
- — Main Rivers
- — Watercourses
- ▨ Dams and Lakes
- ▨ Wetlands
- ▨ Sensitivity Areas

0 1 2 4 6 8 Kilometers

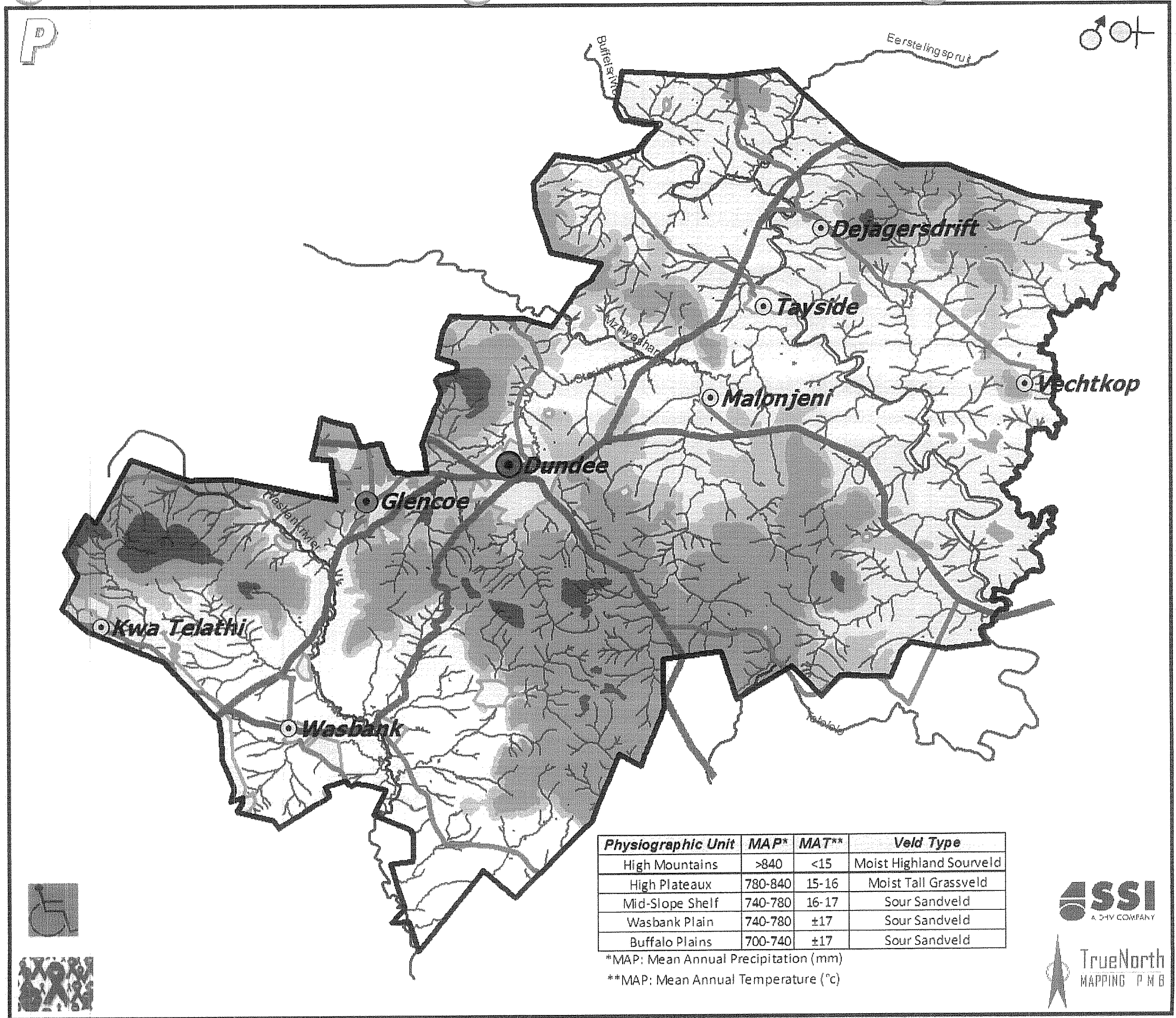
N

CAPA Collaborative Action Planning Africa

- Integrated Sustainable Development Planning
- Strategic Environmental Assessments
- Land Use Management
- Local Knowledge Research
- Gender/HIV/Poverty Analysis
- Local Economic Development
- Spatial Planning
- Participatory GIS

6 DULWICH ROAD
SCOTTSVILLE
PIETERMARITZBURG
TEL. 033 - 386 0242
FAX: 088 033 3860242
CELL: 082 7725 404
email: paduckin@gmail.com

Map 5a.
Endumeni Local Municipality: Agricultural Climate and Vegetation



Physiographic Unit	*MAP**	*MAT***	*Veld Type*
High Mountains	>840	<15	Moist Highland Sourveld
High Plateaux	780-840	15-16	Moist Tall Grassveld
Mid-Slope Shelf	740-780	16-17	Sour Sandveld
Wasbank Plain	740-780	±17	Sour Sandveld
Buffalo Plains	700-740	±17	Sour Sandveld

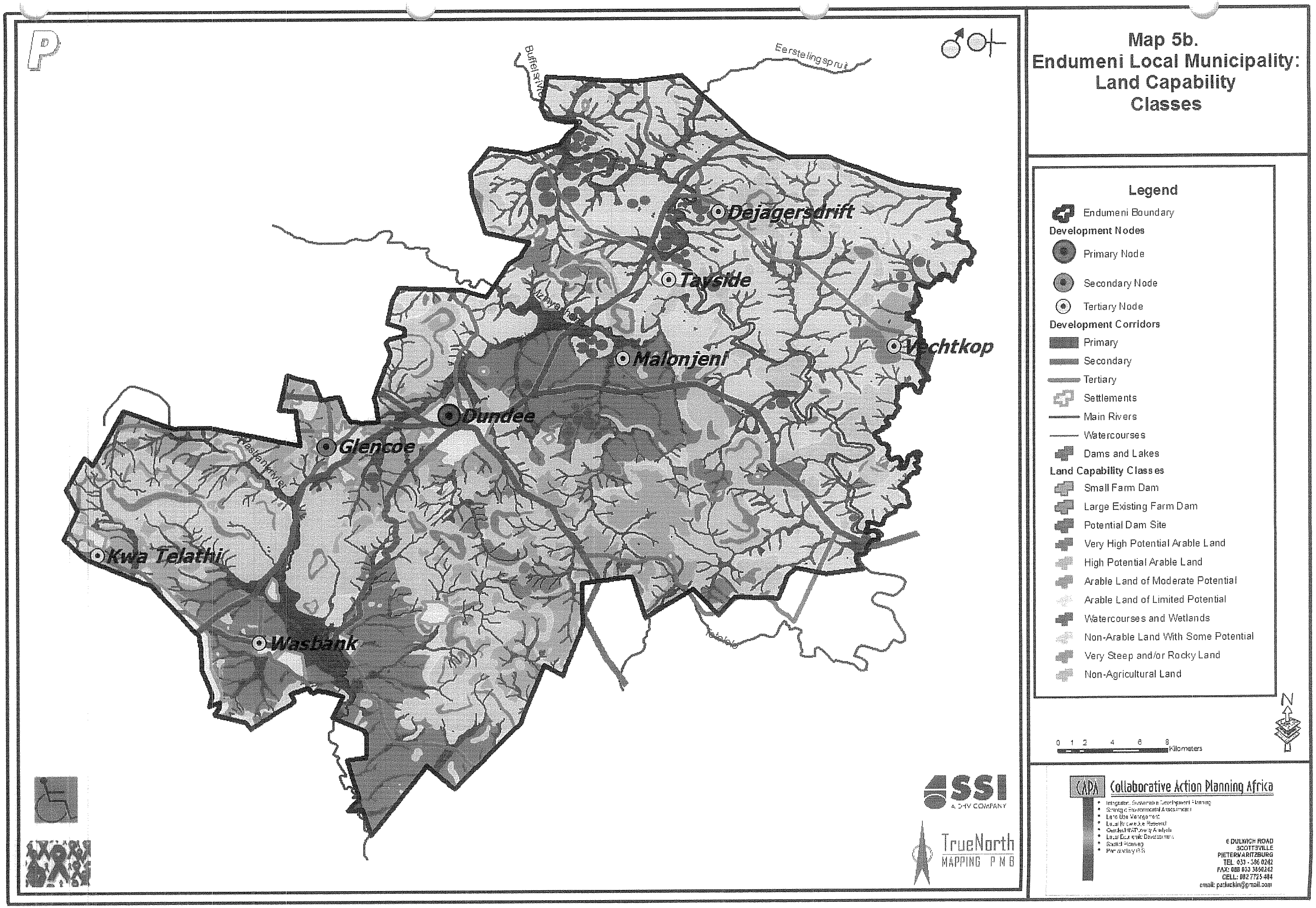
*MAP: Mean Annual Precipitation (mm)

**MAP: Mean Annual Temperature (°c)

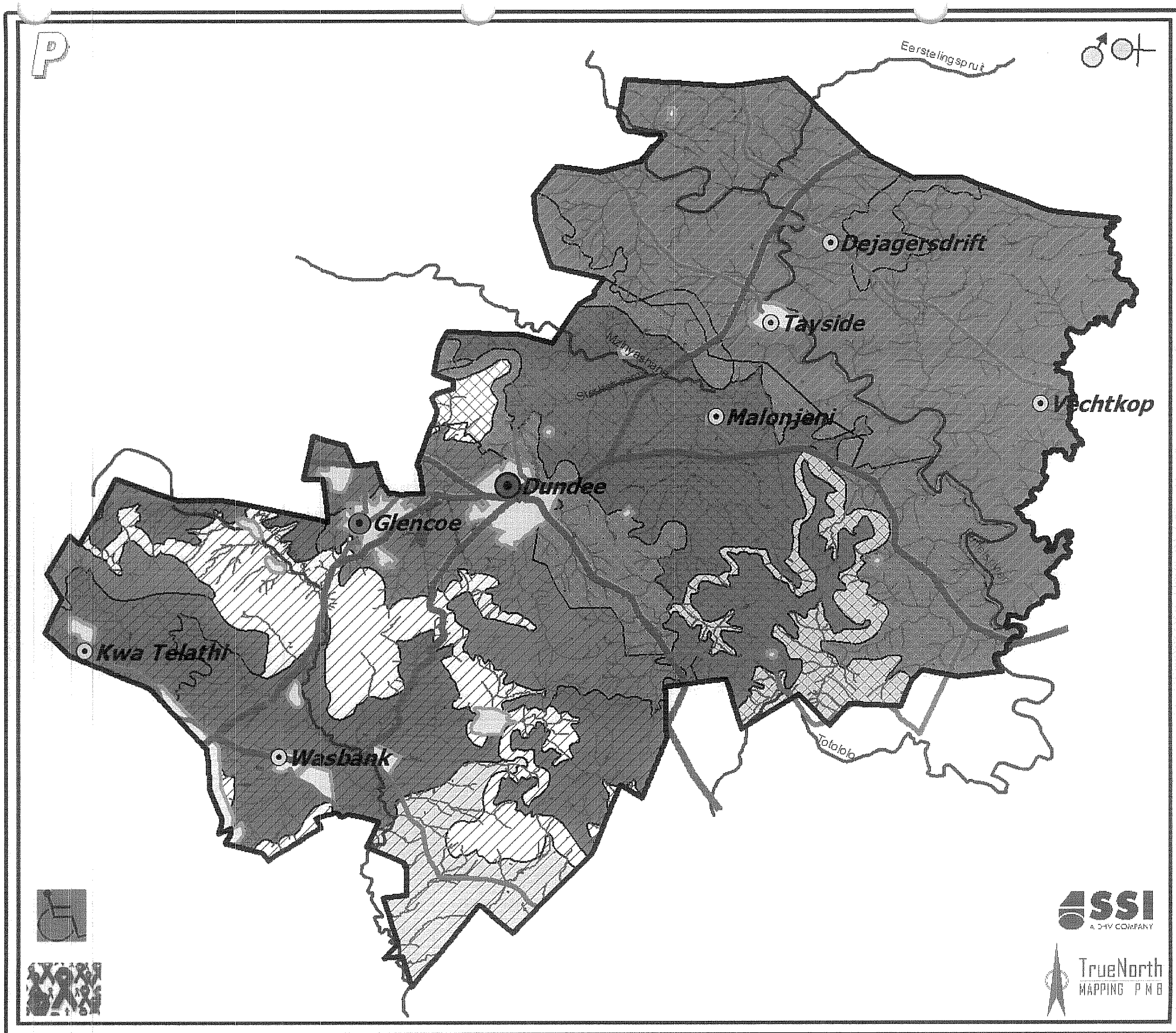
CAPA Collaborative Action Planning Africa

6 DULWICH ROAD
SCOTTSVILLE
PIETERMARITZBURG
TEL. 033 - 386 0242
FAX: 088 033 3860242
CELL: 082 7725 404
email: padlucking@gmail.com

Map 5b. Endumeni Local Municipality: Land Capability Classes



Map 6. Endumeni Local Municipality: SDF: Area Based Management Integration



Legend

- ▨ Endumeni Boundary

Development Nodes

- ◉ Primary Node
- ◉ Secondary Node
- ⊙ Tertiary Node

Development Corridors

- ▬ Primary
- ▬ Secondary
- ▬ Tertiary
- ▨ Settlements
- ─ Main Rivers
- ▨ Open Space
- ▨ Dams and Lakes

Agricultural Potential

- ▨ good land potential
- ▨ relatively good land potential
- ▨ moderately good land potential

Area Based Management

- ▨ Area 1
- ▨ Area 2
- ▨ Area 3

0 1 2 4 6 8 Kilometers

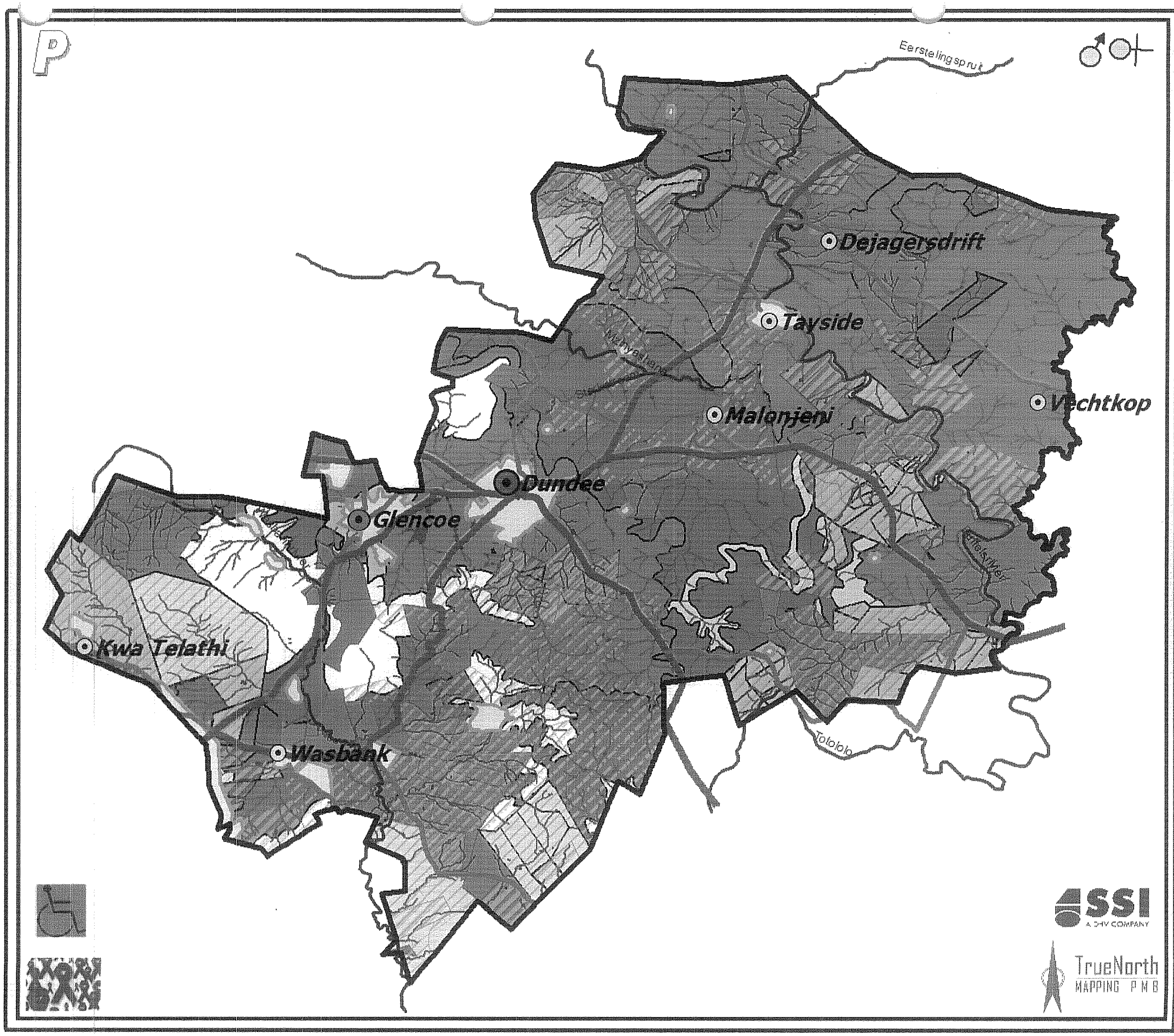
N

CAPA Collaborative Action Planning Africa

- Integrated Sustainable Development Planning
- Strategic Environmental Assessments
- Land Use Management
- Local Knowledge Research
- Gender/HIV/Poverty Analysis
- Local Economic Development
- Spatial Planning
- Participatory GIS

6 DULWICH ROAD
SCOTTSVILLE
PIETERMARITZBURG
TEL. 033 - 386 0242
FAX: 088 033 3860242
CELL: 082 7725 404
email: paduckin@gmail.com

Map 7.
Endumeni Local Municipality: SDF: Complex Institutional Integration



Legend

- Endumeni Boundary

Development Nodes

- Primary Node
- Secondary Node
- Tertiary Node

Development Corridors

- Primary
- Secondary
- Tertiary
- Restitution Claims
- Settled Restitution
- Redistribution Projects
- Labour Tenant Applications
- Gazetted Restitution
- Transferred Redistribution
- Settlements
- Main Rivers
- Open Space
- Dams and Lakes

Agricultural Potential

- good land potential
- relatively good land potential
- moderately good land potential

N

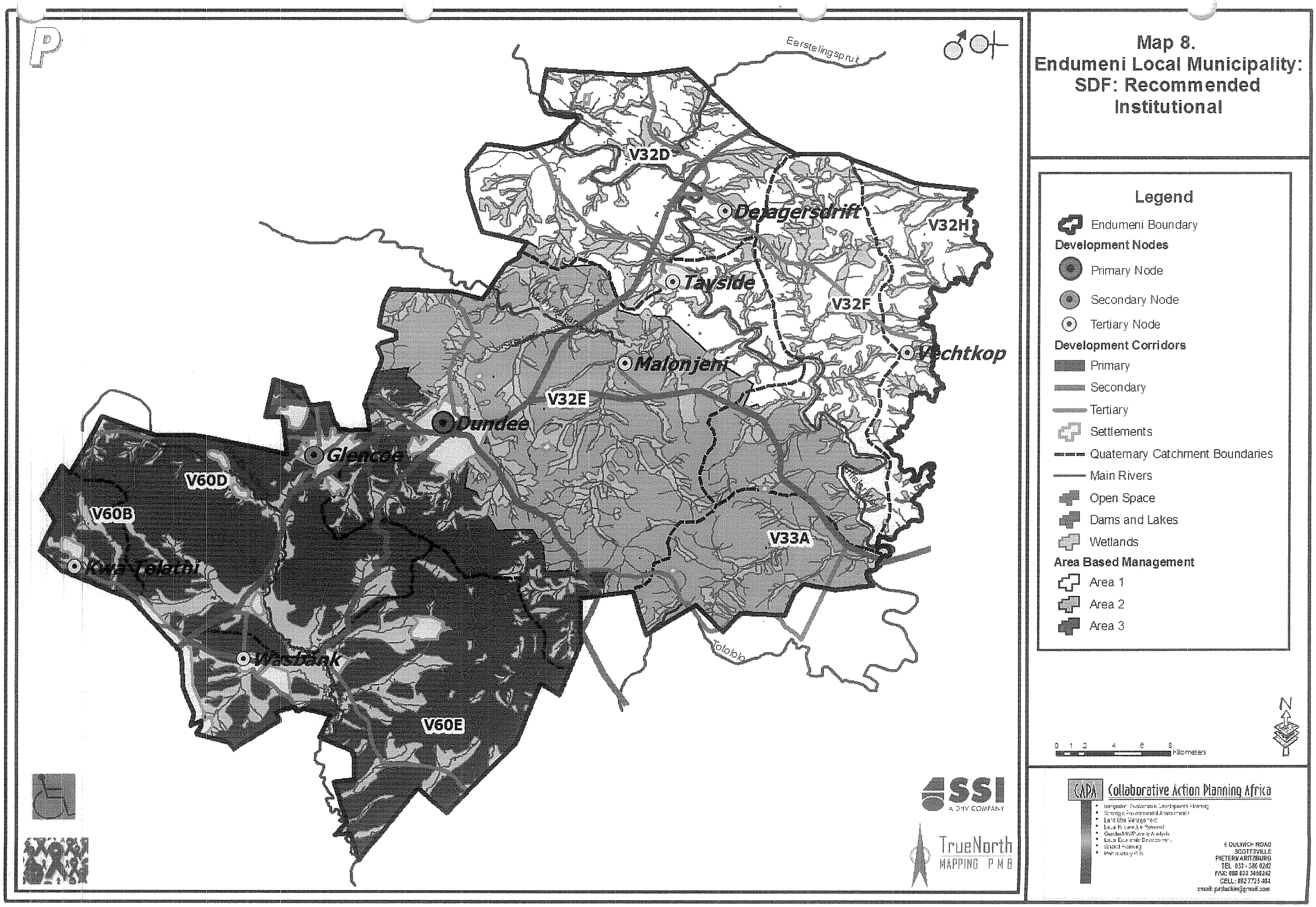
0 1 2 4 6 8 Kilometers

CAPA Collaborative Action Planning Africa

- Integrated, Sustainable Development Planning
- Strategic Environmental Assessment
- Land Use Management
- Local Knowledge Research
- Gender/HIV/Poverty Analysis
- Local Economic Development
- Spatial Planning
- Participatory GIS

6 DULWICH ROAD
SCOTTSVILLE
PIETERMARITZBURG
TEL. 033 - 386 0242
FAX: 088 033 3860242
CELL: 082 7725 404
email: [illegible]@gmail.com

Map 8. Endumeni Local Municipality: SDF: Recommended Institutional



CAPA Collaborative Action Planning Africa

- Integrated, Sustainable Development Planning
- Strategic Environmental Assessments
- Land Use Management
- Local Knowledge Research
- Gender/HIV/Poverty Analysis
- Local Economic Development
- Spatial Planning
- Participatory GIS

6 DULWICH ROAD
SCOTTSVILLE
PIETERMARITZBURG
TEL 033 - 386 0242
FAX: 086 033 3860242
CELL: 082 7725 404
email: pafuckin@gmail.com

SPATIAL DEVELOPMENT FRAMEWORK SECTOR PLAN

1.0 INTRODUCTION

2007-2008 DOCUMENT IN THE PROCESS OF BEING UPDATED TO INCLUDE:

- **UPDATED LAND REFORM PROGRAMME**
- **AGRI-POTENTIALS ASSESSMENT**
- **UPDATING OF GIS DATA SETS**
- **ALIGNMENT WITH DISTRICT SDF**
- **ALIGNMENT WITH PROVINCIAL AND NATIONAL GROWTH & DEVELOPMENT STRATEGIES**
- **etc**

An integrated development plan or IDP is a strategic operational business plan for assisting local authorities to integrate social, economic, sectoral, institutional, environmental and fiscal strategies in order to support the optimal allocation of scarce resources between sectors and geographical areas across the population in a manner that promotes sustainable growth, equity and justice.

The spatially related component of an IDP is commonly referred to as the ‘spatial development framework’.

A spatial development framework provides a broad indication of where the different types of land uses should take place within the Municipal area in order to achieve a range of land development objectives.

2.0 PURPOSE OF A SPATIAL DEVELOPMENT FRAMEWORK [SDF]

The purpose of a spatial development framework is to advance the development of the Municipal area as a cohesive system made up of interrelated elements and to redress and focus on, amongst others the following [as derived from Section3 (1) of the Development Facilitation Act]:

- The promotion of the integration of the social, economic, institutional and physical aspects of land development;
- The promotion of integrated land development in urban and rural areas in support of one another;
- The promotion of the availability of residential land and employment opportunities in close proximity to each other;
- The optimization of the use of existing resources, including such resources relating to agriculture, land, minerals, bulk infrastructure, roads, transportation, and social facilities;
- The promotion of a diverse combination of land uses within areas;

3.0 LEGAL STATUS OF A SPATIAL DEVELOPMENT FRAMEWORK

A spatial development framework functions in much the same way as the old 'structure plans' in that whilst it will provide guidance as to the future directions of urban growth, the containment of growth in certain areas, or for example, the protection of high potential agricultural land resources, a Spatial Development Framework cannot confer development rights.

Clearly, however, proposals that accord with the SDF, provided that they are environmentally sound and sustainable, are likely to be supported by the Municipality, unless there are any other issues that might call into question the desirability of the proposal. Ultimately, the aim of the SDF is to facilitate appropriate development.

Another purpose of the SDF, as highlighted here above, is that it should guide and inform the preparation of the Land Use Management System [LUMS] for the Municipal area. Consequently, the SDF should be sufficiently detailed in order to be able to facilitate the preparation of a LUMS.

4.0 INFORMANTS TO THE PREPARATION OF A SPATIAL DEVELOPMENT FRAMEWORK

The key informants to the formulation of any spatial development framework includes, amongst others, the following:

- The legislative environment;
- The existing land use patterns within the area;
- The broader planning context within which the Municipality is located; in terms of national, provincial and district development planning;
- The identification of special need areas;
- a vision for the balanced and sustainable future development of the local authority area, taking into account all the aforegoing.

4.1 The existing legislative environment

A spatial development framework is regarded as one of the core components of an IDP in terms of Section 26 of the Municipal Systems Act, Act 32 of 2000, as amended.

The other key legislative informants to the preparation of a spatial development framework are highlighted hereunder.

These include, firstly, certain provisions of the Development Facilitation Act, as outlined in section 2.0 hereabove.

possible informants to the revision of the Endumeni spatial development framework, and secondly, to ensure that there would not be any conflicts with any revised spatial development frameworks prepared for adjoining local authority areas.

The implications of the Provincial Growth and Development Strategy and its related Spatial Growth and Development Framework also need to be taken cognizance of. This serves to assist the local authority to focus its energies on formulating strategies and implementing projects best suited to local circumstances.

In this regard, Endumeni is deemed to be an area characterized by farmlands, and where the latent potential of the area lies in agriculture on the one hand and in local economic development on the other.

The evolving of an settlement spatial hierarchy is also informed by the Provincial Integrated Rural Development Strategy which espouses the concept of a Rural Services System [RSS] as a means of improving the delivery of services to rural areas. The aim of the RSS is to focus on the co-ordinated delivery of services as well as creating economic opportunities at these nodes of service delivery.

4.4 The identification of special need areas

Another key informant to the formulation of the spatial development framework for Endumeni includes a review of areas of deficiency as identified *via* related planning exercises, such as for example, the Water Services Development Plan [WSDP].

The WSDP identified all areas of significant population concentration within the Municipal area. These areas were then assessed in terms of the resident population's access to services. Through this process, firstly, the areas of population concentration outside of the main urban areas were able to be identified, and secondly, it highlighted the location of those areas of significant service deficiency.

In addition, cognisance also needs to be taken of any other planning and/or development initiatives that will impact on the need for either social and/or physical service infrastructure in the future. The land reform programmes are a case in point, as these are likely to become areas that are outside of the main urban areas, where population concentrations and densities will be higher, and hence, will become areas requiring the provision of appropriate and adequate levels of service infrastructure.

Other aspects that need to be incorporated into the spatial development framework include environmentally sensitive areas, eco-tourism nodes, battlefields and other key places of interest, since these too, might require the provision of certain levels of access and/or services, as well as having ramifications for land use management.

Its location away from both these key development axes limits any potential development benefits that might otherwise accrue to the Municipal area. This implies that the Municipality needs to look to its own strengths and comparative and competitive advantages in order to grow its economy, rather than being able to 'piggy-back' on any spin-offs from development arising from either of these development axes.

Dundee-Glencoe is nonetheless, centrally situated within the northern KwaZulu Natal Region and hence, it functions as an important administrative centre for various national, provincial and district functions.

It is also situated within a well-developed commercial agricultural region and hence, it functions as an important regional rural service centre serving the surrounding agricultural hinterland.

Dundee-Glencoe is, moreover, centrally located to the many of the key KwaZulu Natal battlefields, and is located on the important KwaZulu Natal - Mpumalanga tourism corridor, thereby entrenching and re-inforcing the tourism potential inherent within the region.

Consequently, Dundee-Glencoe, as the dominant node within the sub-region, performs a wide range of service, transport, manufacturing and important regional government administrative functions.

5.2 Transportation

Dundee-Glencoe plays an important role from a regional transportation perspective, with Glencoe being the primary centre from a rail perspective, and Dundee being the primary centre from a road perspective, thereby reinforcing Dundee-Glencoe as an important regional service centre.

Glencoe is situated on the main Johannesburg-Durban railway line, and hence can play an important role particularly from a goods transportation perspective. A spur line also links Glencoe *via* Dundee to Vryheid, which then provides a link to the Johannesburg-Richards Bay railway line.

The Municipal area is therefore, well located from an intra- and inter-regional rail perspective.

From a road perspective, the dominance of Dundee is clearly demonstrated by the fact that the following roads radiate out from Dundee, namely the R68, being the link road to Ladysmith and Newcastle *via* the N11, the R68 which links Dundee to Nquthu, the R33 which links Dundee to Vryheid, and also to Greytown *via* Pomeroy and Tugela Ferry, whilst the R33-2 links Dundee to Wasbank, the R602 which links Dundee to Elandslaagte and the N11, the R272 which links Dundee to Hattingspruit and the R621 which links Dundee to Dannhauser.

To date, the following land reform projects have been implemented or are in the process of being implemented within Endumeni.

Project Name	Project Type	No. of Beneficiaries	Size of Land (ha)
Ruigtefontein	Redistribution	600	2750
Kameelkop	Restitution	47	80
Stratford	Redistribution	Unknown	643
Irondale	Labour tenant	42	600
Klipspruit	Labour tenant	8	135
Dumain	Labour tenant	35	520
Verdruk	Labour tenant	20	513
Croydon	Labour tenant	30	386
Klipfontein	Labour tenant	95	1259
KwaTelaphi	Restitution/Redistribution	178	800
Kuickvlei	Labour tenant	26	314
De Jagersdrift	RSDP Rural Housing Pilot Project	517	5974

This schedule is being expanded on a regular basis by the Department. In addition, the Department has provided the Local Authority with a schedule of properties that have been offered to the Department for purchase. The Local Authority is liaising with the Department in order to advise on which properties, if any would best serve the longer-term spatial and socio-economic development objectives of the Council.

It is important to note the location of these projects, as generally they will represent greater concentrations of people within rural areas than would otherwise be the case with commercial farming activities alone.

This means that there will, in all likelihood, be a greater concentration of housing, giving rise to slightly greater intensities of need for social and physical infrastructure. This might give rise to future public investment needs. Also, the nature of land use activity is likely to differ slightly from that of commercial farming. This too, needs to be reflected in the future land use management system.

In addition, a process is underway to review and validate a number of other land claims that have been lodged with the Department of Land Affairs. Any other reasonable scale land reform projects, once validated, will need to be incorporated into the Spatial Development Framework as and when these are implemented.

Conversely, in the areas of poor agricultural potential, there is a need to ensure the promotion of sound agricultural practices so as to avoid degradation of the fragile soils in these areas. Programmes for the rehabilitation of eroded areas should also be implemented, possibly under a public works programme.

5.8 Coal mines

An attempt has been made to locate the key coal mines within the municipal area, including both operational and disused or abandoned mines.

It should be noted that, at the scale of the SDF, only the general location of the mines have been identified. There are, a number of mine shafts or adits in the vicinity of many of these mines.

The purpose of identifying these includes:

- ➢ From a health and safety perspective, in the majority of these mines, there are likely to be open shafts, air vents, etc. Furthermore, in the case of abandoned mines, there could well be health problems associated with pollution of ground water etc, where rehabilitation was not completed, such as for example, the Indumeni and Burnside mines. Moreover, due to the presence of these mines, one needs to acknowledge that there will be undermined areas – such areas will be unsuitable for the implementation of certain types of activity on the surface, again from a health and safety perspective.

- ➢ From an economic development perspective, both operational mines and those disused mines that still have reasonable reserves hold potentially significant opportunities for the resuscitation of mining-related economic activity within the vicinity of these mines. This too, has implications for land use management, as any such unlocking of potential needs to be facilitated as far as possible from a land use management perspective.

5.9 Summary conclusions

All the aforegoing activities or land uses have spatial implications, and hence, need to be taken cognisance of in the formulation of the SDF with the aim of:

- promoting a more compact urban form by focusing on and densifying existing urban nodes;
- promoting a more efficient use of infrastructure;
- nurturing and protecting higher potential agricultural land;
- ensuring the appropriate level of protection to environmentally sensitive areas;
- promoting, in appropriate localities, economic opportunities, including LED and tourism; and

- the encouraging of appropriate eco-tourism-type development in key historical, cultural or environmentally significant localities.

6.2.1 Establishment of a hierarchy of settlements/nodes.

Based on a detailed understanding of the population and settlement distribution across the entire municipal area, and drawing on the RSS concept, the following hierarchy of settlements or nodes has been proposed:

A primary node (sometimes referred to as a district or regional centre) - comprising Dundee and Glencoe combined. This urban node currently functions as the primary service centre for the entire local authority area, as well as for parts of the adjoining local authorities also forming part of the Umzinyathi District Council area. It will continue to provide a range of higher order services and facilities to these areas. The boundaries of the Primary Node have been adjusted slightly to accommodate certain changes of land use adjacent to the previous boundaries of Dundee and Glencoe.

A service hub (sometimes referred to as a Rural Service Centre Hub) -this comprises the town of Wasbank. A service hub is a lower order urban concentration where various social and economic activities, but of a lower range and order than the primary node, are provided.

A service satellite (sometimes referred to as a Rural Service System Satellite centre) – are small nodes of population concentrations, in this instance, within a largely rural area, where physical and social infrastructure is or can be provided and where lower order economic activities or opportunities can be directed in order to serve both the population concentrations as well as the surrounding rural areas.

In respect of Endumeni, the following Service Satellites are proposed
- De Jagersdrift;
- Vegkop;
- Tayside;
- Malonjeni and
- KwaTelaphi

The intention in terms of this suggested hierarchy is not to be prescriptive as to exactly what social and physical infrastructure or other economic activities can or should be found within the different levels in the hierarchy. Rather, the intention is that these nodes would be encouraged to become the localities to which, in the first instance, public infrastructure investment is directed, and secondly, to become the areas within which a range of economic activities could be encouraged to be established.

The purpose of these land use categories is to guide and manage the use of land in accordance with the objectives of each proposed land use. The land uses should, in due course, be incorporated into the proposed new land use management system or LUMS.

Conservation/sensitive areas

The purpose of this land use is to promote the protection and management of any so-designated areas in accordance with ecological and environmental principles in order to ensure their longer-term environmental sustainability. Such areas may be in public or private ownership.

The conservation/sensitive areas as reflected on the SDF are derived from the Environmental Plans.

Areas so designated within the municipal area include the major wetlands within the area as well as all rivers. In principal, a 50 metre buffer about the major water courses has been designated as conservation/sensitive area, although it is acknowledged that, in practice, the width of the environmentally sensitive portions of rivers will vary.

Although the Alden Lloyd Nature Reserve is a formally protected area, it has not been included under this land use category as it is intended that, whilst it should be managed according to the aforementioned principles, it should also enjoy greater exposure as a tourism/recreation area and, hence, is accorded an alternative designation.

Agriculture

The primary purpose of this zone is, in the first instance, the protection of our higher potential agricultural land. Secondly, it is to promote sustainable agricultural land practices. Thirdly, its purpose is to permit, in a controlled manner, related agricultural industries or other related resource-based activities. This is based on the view that agriculture is and will remain a key economic sector within the local economy and that steps need to be taken to broaden the source of income for farmers so as to ensure that they remain on the land.

Two categories of this land use are proposed, namely
- good agricultural potential, and
- poor agricultural potential.

As highlighted previously, within the good agricultural potential areas, any proposal to withdraw land from agricultural use would need to be the subject of a careful evaluation of the implications of its loss.

As regards the protection of agricultural land in terms of the LUMS, it is important to note that there are two alternative approaches to dealing with the future control of agricultural land, namely either excluding all or

In recognizing that these areas are tourist attractions, provision needs to be made to permit the development of sensitively designed tourist facilities and amenities, including accommodation, whilst ensuring that the prevailing environmental and planning legislative requirements are heeded.

Extractive Industry

The purpose of this designation is to highlight the general location of disused and/or existing mineral extraction and mining operations, including coal, since these are or were important nodes of economic activity.

Compliance with environmental and planning legislation is to be monitored on an on-going basis, provided that related economic activities should also be able to be permitted under controlled circumstances.

Public health and safety issues are also of paramount importance in areas so designated. In this regard, it is vital that mines that are no longer operational be rehabilitated under the guidance of the Departments of Minerals and Energy and of Water Affairs and Forestry, and that the problems associated with many of the historic mines be addressed.

It should be noted that, at this stage, not all historical or existing coal mines have been identified.

A long-term project should be to identify and map also shafts or adits within the municipal area, as well as determining the economic viability of any remaining reserves with a view to resuscitating mining as a key economic sector.

Areas of Priority Spending

This refers to those areas of the Municipality outside of the Primary Node, which have been identified and prioritised as areas of future focus for Municipal spending and service delivery. The intention is that investment initiatives and LED should be directed to these previously under served areas. The key areas of focus in this regard include:

- Wasbank;
- KwaTelaphi;
- Tayside;
- De Jagersdrif, and
- Vegkop.

7.3 The objective of the primary node Spatial Development Framework

The overall objective of this Spatial Development Framework is to transform the current spatial structure of Dundee-Glencoe, as the primary node within Endumeni, so as to enable it to respond more meaningfully to the needs of the residents of both the urban and the rural areas that make up the municipal area.

Specific objectives include:

- To redefine and reinforce the primary role of Dundee-Glencoe within Endumeni, as the primary service centre/node within the region.
- To improve physical access to opportunities.
- To promote opportunities to improve the living environment.
- To establish a well functioning and quality open space system.
- To establish new and/or reinforce existing activity nodes to facilitate economic opportunities and access to services and facilities.
- To promote a range of densities and mixed uses.
- Provide a spatial development framework to guide and facilitate the provision of community facilities and amenities.

7.4 Proposed Strategies

- Seek to improve physical access to and create linkages between all existing and proposed new employment/economic opportunities and other amenities and facilities.
- Establish linkages between community areas and activity nodes to facilitate access to employment opportunities, public transport and other amenities.
- To develop resources so as to improve Dundee-Glencoe's attraction as a regional service centre, thereby improving thresholds for economic and other activities and facilities.
- Upgrade living environments so as to meet residents' needs in terms of community and other social infrastructure and services.
- Provide a range of densities, whilst preserving privacy, which contribute to the efficient use of services, infrastructure, land and social and commercial facilities and to encourage higher densities along existing main transport corridors and adjacent to services/activity nodes or centres.

7.5.2 Open space systems

1. An open space system is an integral and essential component of the spatial restructuring process.

2. The natural environment provides the basis for a desirable and substantial urban system.

3. Open green spaces and public spaces should be creatively used to provide important building blocks for the planning and development of the area.

4. An open space system should be seen as a resource, which will add to the quality of life of all, and improve the visual and economic attractiveness of the area.

5. Existing natural environmental resources should be protected and enhanced.
6. The natural resource base should comprise healthy, functioning ecosystems, which do not require constant, and costly management and maintenance.

7. Development should be directed away from hazardous areas such as floodplains, unstable soils and steep slopes.

8. An open space system should integrate and link tourism, urban agriculture and recreational opportunities that promote ecological, economic and social objectives.

9. Previously disadvantaged areas should be targeted for the identification of open space projects.

10. In the identification of an open space system, local planning should have regard to the benefits of creating a connected system of open space.

7.6.4 Implement strategies for enhancing the use of appropriately located land for urban agriculture as per Plan 4.

7.6.5 Introduce land use management controls aimed at encouraging residential infill and densification as per Plan 4.

7.6.6 Launch a process aimed at the re-vitalisation of the Glencoe central area as delimited on Plan 4.

7.6.7 Review the suitability of the areas identified as potentially suitable for future residential purposes and launch projects as and when required, following intensive consultation with all stakeholders.

7.6.8 Promote programmes for the development of the eco-tourism nodes within the primary node.

7.6.9 Review and revise these and other strategies aimed at promoting the spatial restructuring of the primary node as part of the annual IDP review.

7.6.10 Contain development to within the existing defined areas of the primary node as far as reasonably possible in order to enhance infrastructural and land utilization efficiencies.

8.0 SECTOR VISION

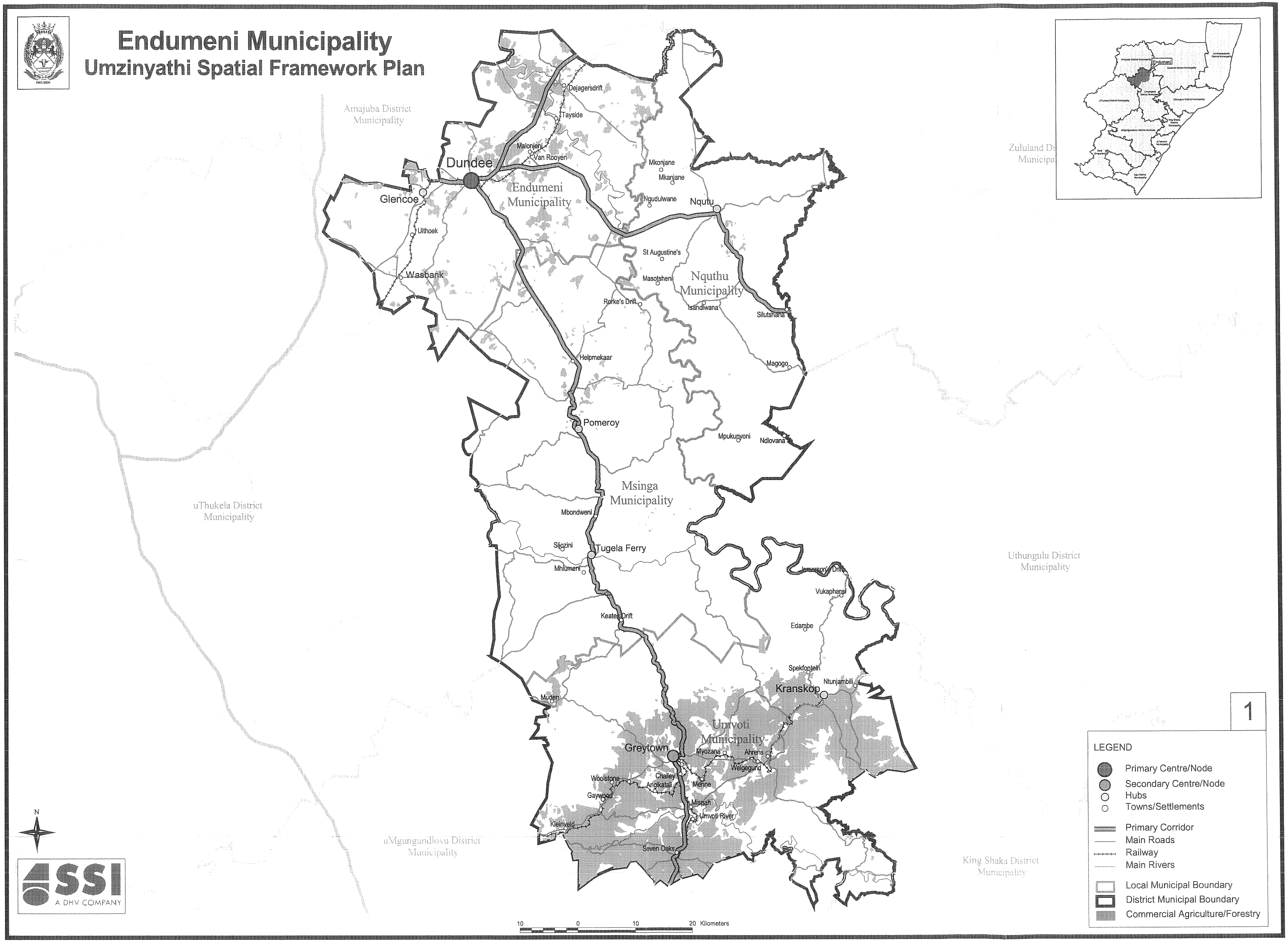
To promote the integrated and sustainable management and use of land *via* an appropriate spatial restructuring of the municipal area at all scales in such a manner as to enhance the quality of life of all stakeholders.

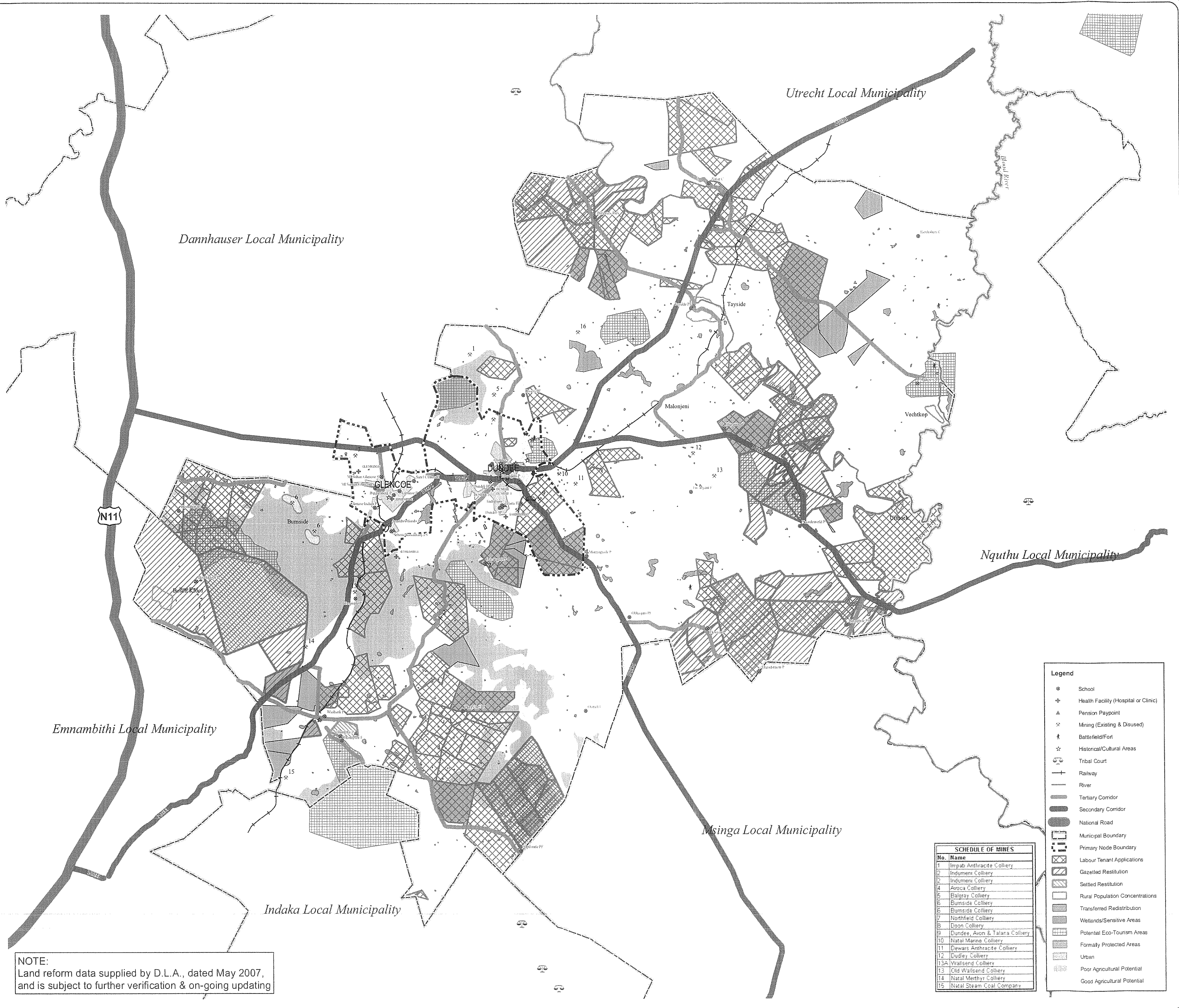
9.0 AND USE ISSUES, OBJECTIVES, STRATEGIES AND PROJECTS

In accordance with the sector vision, the key issue relating to land use is the promotion of the integrated and sustainable management and use of land throughout the Endumeni Municipal area.

The objectives and strategies arising from this issue are summarized in the table below.

Endumeni Municipality
Umzinyathi Spatial Framework Plan




Dannhauser Local Municipality
Utrecht Local Municipality
Nquthu Local Municipality
Msinga Local Municipality
Indaka Local Municipality
Emnambithi Local Municipality
N11
GLENCOE
DUNDEE
Burnside
Tayside
Malonjeni
Vechtkop
Blood River
N
Legend
School
Health Facility (Hospital or Clinic)
Pension Paypoint
Mining (Existing & Disused)
Battlefield/Fort
Historical/Cultural Areas
Tribal Court
Railway
River
Tertiary Corridor
Secondary Corridor
National Road
Municipal Boundary
Primary Node Boundary
Labour Tenant Applications
Gazetted Restitution
Settled Restitution
Rural Population Concentrations
Transferred Redistribution
Wetlands/Sensitive Areas
Potential Eco-Tourism Areas
Formally Protected Areas
Urban
Poor Agricultural Potential
Good Agricultural Potential

SCHEDULE OF MINES

No.	Name
1	Impati Anthracite Colliery
2	Indumeni Colliery
2	Indumeni Colliery
4	Avoca Colliery
5	Balgray Colliery
6	Burnside Colliery
6	Burnside Colliery
7	Northfield Colliery
8	Doon Colliery
9	Dundee, Avon & Talana Colliery
10	Natal Marine Colliery
11	Dewars Anthracite Colliery
12	Dudley Colliery
13A	Wallsend Colliery
13	Old Wallsend Colliery
14	Natal Merthyr Colliery
15	Natal Steam Coal Company

NOTE:
Land reform data supplied by D.L.A., dated May 2007,
and is subject to further verification & on-going updating

Nº	DATE	BY	REMARK
03	JUN '07	A.K.S.	SPATIALLY ADJUSTED PRIMARY NODE BOUNDARY
02	MAY '07	A.K.S.	AMENDMENT TO LAND REFORM PROJECTS
01	JUN. '06	A.K.S.	AMENDMENT TO LAND REFORM PROJECTS & PRIMARY NODE BOUNDARY

REVISION

COORDINATE SYSTEM

PROJECTION:	TRANSVERSE MERCATOR
CENTRAL MERIDIAN:	31° EAST OF GREENWICH
DATUM:	WGS84 (HARTEBEESTHOEK DATUM)

ACKNOWLEDGEMENT
The primary base data displayed on this plan has been kindly provided by the Endumeni Municipality

NOTE:
SSI does not hold itself responsible for the accuracy of the information displayed on this plan. The information should be checked against the records at the Registrar of Deeds and the Surveyor Generals Office.

CLIENT

Endumeni Municipality

PROJECT TITLE

Spatial Development Framework Plan

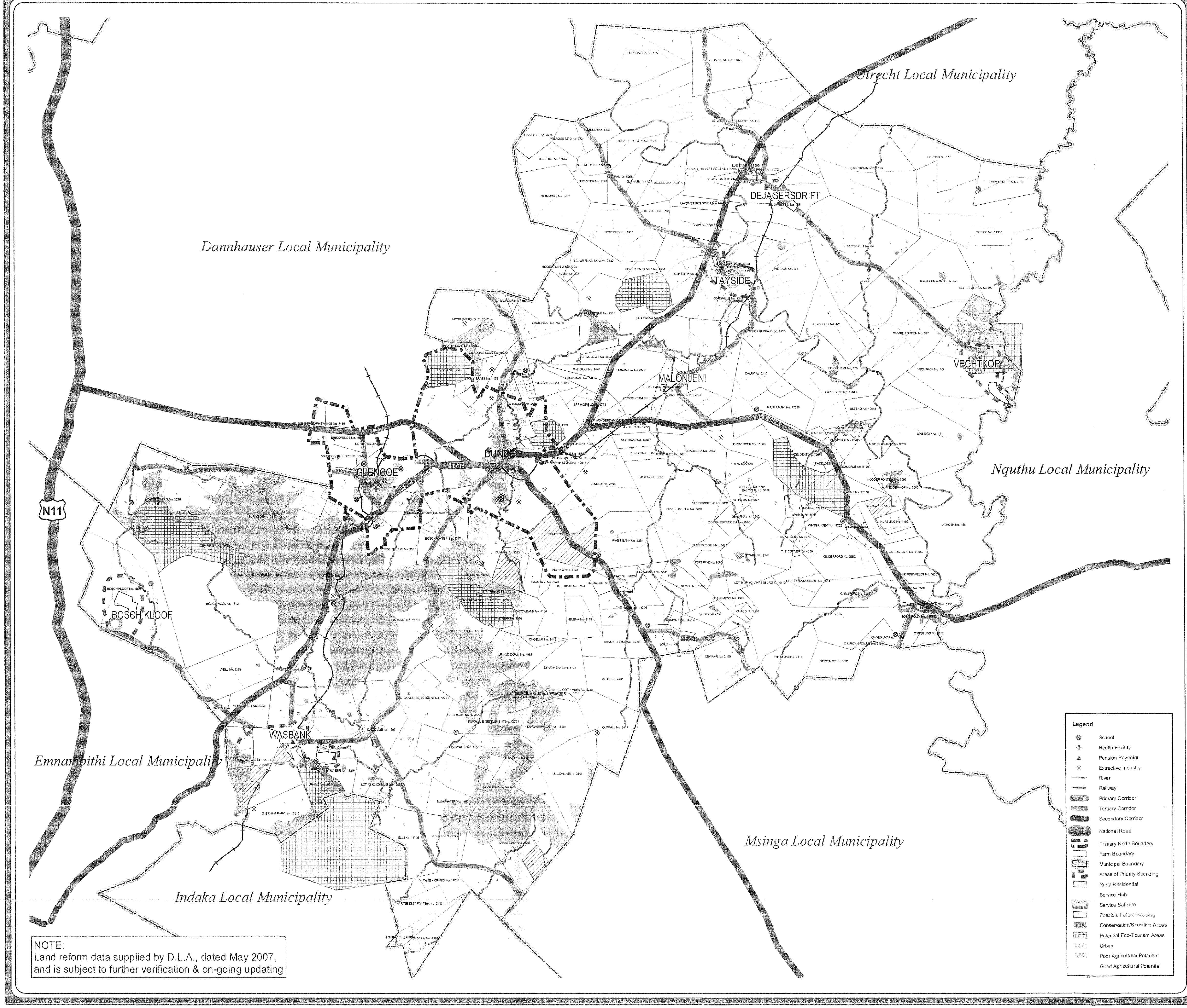
DRAWING TITLE

Plan 2
Key Spatial Development Informants Plan

ISIBUKO SE AFRICA
SSI
A DHV COMPANY

REDUCED PLAN USE SCALE BELOW
0 5 Kilometres

DESIGNED BY:	DATE: 26 JUNE 2007
DRAWN BY: A.K.S.	DIRECTOR: S.W.
CHECKED BY: R.C.M.	SCALE 1:250,000
DRAWING NO. 1153PH Endumeni Infor rev 03	REVISION 03



NOTE:
Land reform data supplied by D.L.A., dated May 2007,
and is subject to further verification & on-going updating

Nº	DATE	BY	REMARK
10	JUN '07	A.K.S.	SPATIALLY ADJUSTED PRIMARY NODE BOUNDARY
09	JUN '07	A.K.S.	AMENDED LAND REFORM PROJECTS
08	MAY '07	A.K.S.	AMENDED LAND REFORM PROJECTS
07	MAR '07	A.K.S.	ADDED ADDITIONAL RIVERS
06	JUN '06	A.K.S.	AMENDMENT TO LAND REFORM PROJECTS & PRIMARY NODE BOUNDARY
05	APR '06	A.K.S.	ADDITIONAL LAND REFORM PROJECTS
04	MAY '05	A.K.S.	EXTENDED PRIMARY NODE BOUNDARY
03	FEB. '05	A.K.S.	ADDITIONAL LAND REFORM PROJECTS
02	NOV. '04	A.K.S.	AMENDMENTS TO DE JAGERSRUST
01	NOV. '04	A.K.S.	ADDED COMMUNITY FACILITIES

REVISION

COORDINATE SYSTEM

PROJECTION:	TRANSVERSE MERCATOR
CENTRAL MERIDIAN:	31° EAST OF GREENWICH
DATUM:	WGS84 (HARTEBEESTHOEK DATUM)

ACKNOWLEDGEMENT
The primary base data displayed on this plan has been kindly provided by the Endumeni Municipality

NOTE:
SSI does not hold itself responsible for the accuracy of the information displayed on this plan. The information should be checked against the records at the Registrar of Deeds and the Surveyor Generals Office.

CLIENT

Endumeni Municipality

PROJECT TITLE

Spatial Development Framework Plan

DRAWING TITLE

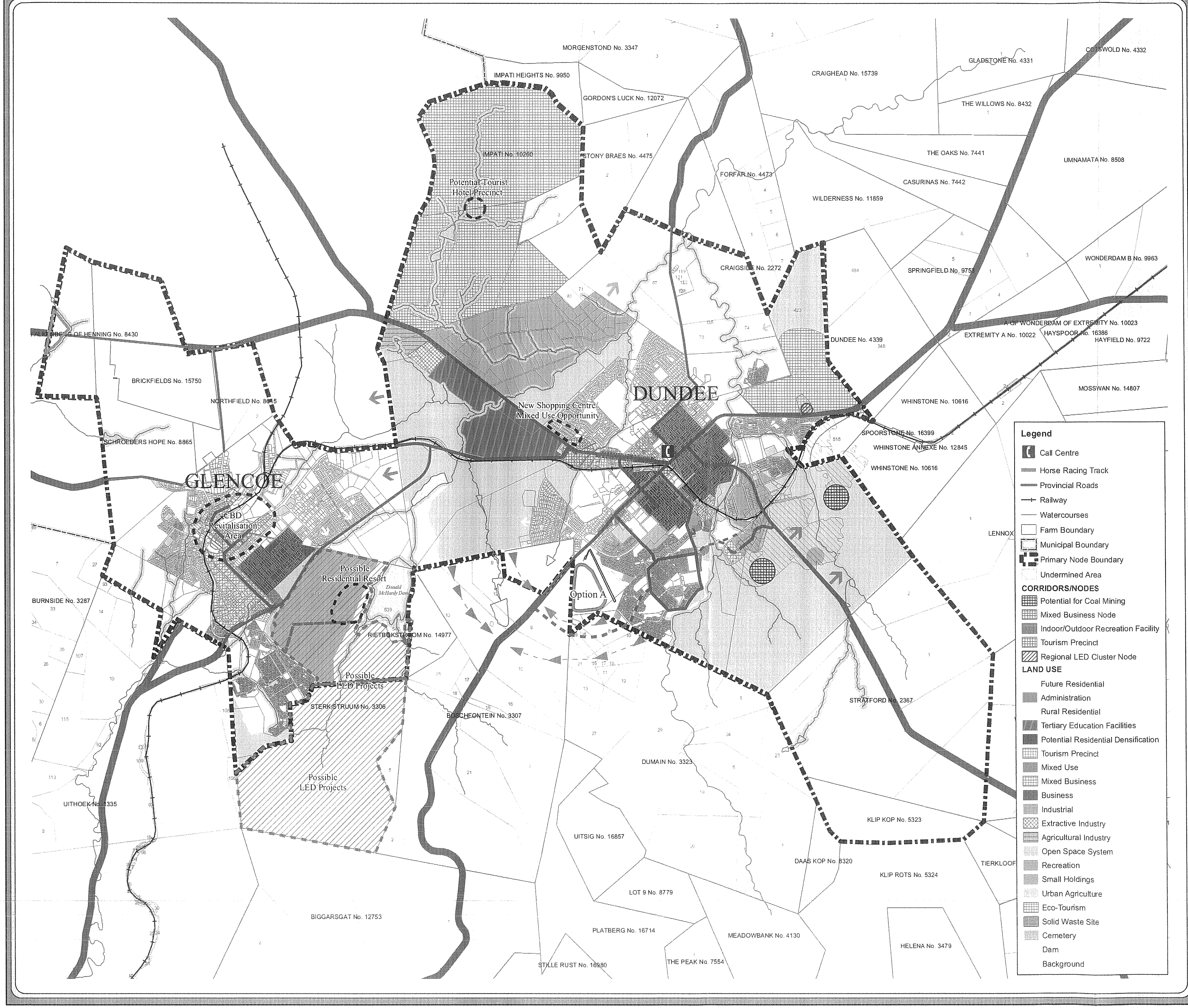
**Plan 3
Spatial Development
Framework Plan**

ISIBUKO SE AFRICA

SSI
A DHV COMPANY

REDUCED PLAN USE SCALE BELOW
0 5 Kilometers

DESIGNED BY:	DATE: 26 JUNE 2007
DRAWN BY: A.K.S.	DIRECTOR: S.W.
CHECKED BY: R.C.M.	SCALE 1:215,000
DRAWING NO. 1153PH Endumeni SDF rev 10	REVISION 10



Nº	DATE	BY	REMARK
08	MAR '09	A.K.S.	TERTIARY EDUCATIONAL FACILITIES
07	JUN '07	A.K.S.	SPATIALLY ADJUSTED PRIMARY NODE BOUNDARY
06	JUN '07	A.K.S.	SHOPPING CENTRE/MPATHI HOTEL PRECINCT/DONALD McHARDY RESORT/LED
05	MAY '07	A.K.S.	CALL CENTRE, HORSE RACING TRACK & POSSIBLE LED/COMM. SITES
04	JUN '06	A.K.S.	AMENDMENT TO LAND REFORM PROJECTS & PRIMARY NODE BOUNDARY
03	APR '06	A.K.S.	ADDITIONAL LAND REFORM PROJECTS
02	MAY '05	A.K.S.	EXTENDED PRIMARY NODE BOUNDARY
01	NOV '04	A.K.S.	AMENDMENTS TO THE LAND USE

REVISION

COORDINATE SYSTEM

PROJECTION:	TRANSVERSE MERCATOR
CENTRAL MERIDIAN:	31° EAST OF GREENWICH
DATUM:	WGS84 (HARTEBEESTHOEK DATUM)

ACKNOWLEDGEMENT
The primary base data displayed on this plan has been kindly provided by the Endumeni Municipality

NOTE:
SSI does not hold itself responsible for the accuracy of the information displayed on this plan. The information should be checked against the records at the Registrar of Deeds and the Surveyor Generals Office.

CLIENT

Endumeni Municipality

PROJECT TITLE

Spatial Development Framework Plan

DRAWING TITLE

Plan 4
Endumeni Primary Node

ISIBUKO SE AFRICA
SSI A DHV COMPANY

REDUCED PLAN USE SCALE BELOW
0 1 2 km

DESIGNED BY:	DATE: 24 MARCH 2009
DRAWN BY: A.K.S.	
CHECKED BY: R.C.M.	SCALE 1:65,000
DRAWING NO. 01153PH Primary Node rev 08	REVISION 08

<table>
<tr><th colspan="3">ISSUE: INTEGRATED & SUSTAINABLE MANAGEMENT & USE OF LAND</th></tr>
<tr><th>OBJECTIVES</th><th>STRATEGIES</th><th>PROJECTS</th></tr>
<tr><td>To promote the integrated and sustainable management and use of land in the long-term interests of all stakeholders.</td><td>1. Establish a detailed land information system for the entire Municipal area [LIMS].
2. Establish an integrated land use management system for the entire Municipal area [LUMS].
3. Ensure the incorporation of integrated environmental principles and policy into the land use management system.
4. Ensure the appropriate institutional capacity to manage, implement and monitor land use throughout the Local Authority area.
5. Formulate appropriate land use-related policies in support of the Spatial Development Frameworks.
6. Ensure an appropriate level of community consultation and participation in relation to any proposed changes of land use.</td><td>Formulate and implement a land use management system or LUMS, based on an updated land information system or LIMS, incrementally across the entire municipal area as and when it is legally competent for Council to do so, starting with the existing scheme area, then extending the scheme/system to include the rural areas, before finally extending it to include Sibongile and Sithembile, whilst in the interim managing land use within these latter two areas in terms of the existing applicable land use control legislation.
This LUMS shall be based on the Spatial Development Frameworks as detailed in this report.</td></tr>
</table>

7.5.3 Infill, densification and limiting sprawl

1. Residential densification and infill should be promoted within the well serviced and strategically well located areas of the town.
2. Densification and infill should be used to help to create improved thresholds for public transport.
3. Higher residential densities should be promoted around nodes and within corridors.
4. Densification and infill efforts should include opportunities for the diversification of uses and the development of total living environments.
5. Spontaneous unplanned processes of densification must be positively managed.
6. Infill areas that provide opportunities for linking and integrating peripheral areas should be prioritised for development.
7. Redevelopment of under-utilised land should be promoted.
8. Growth should be directed inwardly in respect of Dundee-Glencoe as opposed to laterally, so as to achieve a greater compaction of the urban environment.

7.5.4 Linkages to Adjacent Areas

- The focus should be on unlocking economic development opportunities, especially for previously disadvantaged communities.
- Linkages and co-ordination between different modes of transport should be planned and promoted.
- Transport needs to be integrated with an holistic urban development approach and to be complementary to it.
- Transport should be seen more widely in terms of the economic and development opportunities it creates, as well as how transport itself is affected by development.

7.6 Specific Strategies [See Plan 4]

7.6.1 Establish the mixed use activity systems/corridors/nodes as per Plan 4 and encourage business/mixed use nodes at all major interceptory locations.

7.6.2 Implement an interlinked open space system, as per Plan 4.

7.6.3 Establish enhanced linkages and connectivity as per Plan 4.

- Establish a system of green space for agriculture, recreation and conservation.
- Define and celebrate the public domain so as to create a social environment, and a sense of place to complement the compact high density living environments.
- Establish and reinforce existing activity nodes and accessible locations, which improve residents' access to services and facilities.

7.5 Spatial concepts

The following are deemed to be the key planning tools to assist in promoting a meaningful spatial restructuring:

7.5.1 Activity systems and activity nodes

1. Nodes and corridors are priority areas for compaction, integration, intensification and improvement of environmental quality.
2. The development of nodes and corridors should enhance economic opportunities and enable more efficient service delivery by intensifying the range and intensity of activities.
3. Higher residential densities and mixed-use activities should be promoted around nodes and within corridors.
4. The development of nodes and corridors should maximize opportunities for linkages with previously disadvantaged areas.
5. The development of nodes and corridors should take into consideration rural-urban linkages.
6. The positive characteristics and potential opportunities (including functional and aesthetic, as well as social and economic) of existing nodes and corridors need to be enhanced through appropriate guidelines and control mechanisms.
7. Emerging nodes and corridors should be targeted for public and private investment that promotes intensive, mixed use development.
8. Nodes and corridors should be targeted for public transport improvements.

Possible future residential development

This refers to those areas within the Municipality which have been identified for possible future residential development, and include :

- Wasbank;
- KwaTelaphi;
- Tayside;
- De Jagersdrif, and
- Vegkop.

7.0 FORMULATION OF THE SPATIAL DEVELOPMENT FRAMEWORK FOR THE PRIMARY NODE [SEE PLAN 4]

7.1 Introduction

At the outset, it should be recognised that the planning principles highlighted at the beginning of this report transcend scales and, hence, are as equally applicable at the municipal-wide scale as they are at the scale of the primary node – being Dundee-Glencoe.

The urban edge for the combined Dundee and Glencoe area has been reviewed and slightly expanded to take cognisance of urban-related land uses in certain of the areas immediately adjoining Dundee-Glencoe.

7.2 The challenges in regard to the restructuring of the primary node

Some of the reasons for the relatively poor urban performance of certain sectors of the Dundee-Glencoe community include:

- Access and movement infrastructure is limited.
- The public domain/environment is weakly defined and poorly developed.
- The environmental systems have been largely ignored.
- There exists a fragmented pattern of settlement with low thresholds for commercial development, community facilities and public transport.
- That the major roads serve as separators.
- Almost all the main shopping and employment activities take place either within the central area or in the industrial areas,
- Development takes place at relatively low densities, with each community area being planned to be relatively inward-looking.
- Land-use zoning serves to separate different types of activities, particularly home and work opportunities, and
- The railway lines serves to reinforce the separation of uses and areas,

almost all land controlled in terms of Act 70 of 1970 from the area of the future LUMS, thereby ensuring that the *status quo* in terms of the control of land use and subdivision of agricultural land remains with the National and Provincial Departments' of Agriculture.

The alternative approach is to include all such land as part of the LUMS, but apply uniform standards and norms for any future proposed changes of land use or subdivision across the Province in consultation with the Department of Agriculture.

We are advised that the latter is the preferred approach of the Department. This approach also applies in regard to the following proposed category of future land use, namely Rural Residential.

Rural Residential

The purpose of this zone it to endeavour to achieve a balance between the use of productive agricultural land on the one hand, with a recognition of the related use of portions of the land for rural settlement purposes on the other.

All land that has been identified for acquisition under the land reform programme has been so designated.

Since the land reform programme is an on-going process, it is recognized that further parcels of land could well be similarly designated in the future.

This designation should only be applied with circumspection to projects implemented under the LRAD programme, bearing in mind that the primary purpose of those projects is the promotion of commercial agriculture.

In terms of this designation, some level of future residential and associated social and economic development should be encouraged, although preferably at the service satellites or at other strategic interceptory locations.

Potential eco-tourism areas

The purpose of this zone is to recognize and promote areas that have been identified as having inherent tourism qualities by virtue of them having eco-tourism, cultural, historical or other attractions – including private game farms, and prominent places of interest such as the Biggarsberg, the Platberg and Indumeni, as well as the Alden Lloyd Nature Reserve.

In areas so designated, the objective is to ensure that such areas are managed in accordance with sound environmental principles and preferably in accordance with environmental management plans.

6.2.2 Movement and activity corridor hierarchy

The primary corridor

This comprises the principal activity corridors within Dundee and Glencoe and comprises those streets about which the highest range and intensity of mixed-use activities should be located.

The secondary corridors

This comprises those higher order movement routes, which radiate out from Dundee providing links to Vryheid, Nqutu, Pomeroy, the N11 via Elandslaagte and to the N11 via R68.

The aim is, as far as possible, that all major forms of economic activity should be located within the settlement nodes. However certain non-urban-related activities can reasonably be permitted to be established along these secondary corridors provided fully motivated applications detailing such issues as need, desirability, agricultural, traffic and environmental implications are submitted in relation to such activities as farm stalls, accommodation establishments, arts and crafts facilities and the like.

The tertiary corridors

These comprise the lower order roads within the municipal area, including the R33-2 from Dundee to Wasbank; the links from the 33-2 to Ekuvukeni, the link roads from Wasbank to By-Products and *via* KwaTelaphi to the N11, the link road from the R68 to Malonjeni which links with Tayside and then back to the R33 and the district road from the R33 to De Jagersdrift and to Blood River.

A number of these are gravel roads.

Although they are lower order roads, they play an important role in enhancing accessibility to a number of the rural settlements within the municipal area.

Since they are generally roads that carry lower volumes of traffic, as far as possible, economic activities should be encouraged at the nodal points and at their intersection with the secondary corridors.

6.2.3 Proposed land uses

In addition to the designation of certain nodes and corridors as outlined hereabove, a number of new land use categories have been proposed.

  - ensuring that land use within the municipal area will be able to be managed in a balanced and integrated manner, taking into account the impacts and implications of these land-related activities.

In order to ensure that the Endumeni Spatial Development Framework can meaningfully address its objectives, it has been necessary to evolve the Spatial Development Framework at two scales: the one being in respect of the entire municipal area, and the other being at a more detailed scale for the primary urban node.

6.0 FORMULATION OF THE ENDUMENI-WIDE SPATIAL DEVELOPMENT FRAMEWORK [SEE PLAN 3]

6.1 Introduction

The formulation of the SDF for Endumeni is guided and informed, amongst others, by:

- the legislative framework and overall spatial planning principles as outlined in section 4.1 above
- the physical and land use issues highlighted in section 4.2 above
- the spatial profile of the municipal area as informed by the issues highlighted in section 5.0 above, and the perceived impacts and implications thereof

Drawing on the Rural Service System concept, the SDF for Endumeni, focuses on the establishment and promotion, within the various areas comprising the municipal area, of a system nodes and corridors for encouraging appropriate types and levels of development and service delivery.

6.2 Key elements of the Spatial Development Framework

The key elements include:

- the establishment of a hierarchy of settlements or nodes for service delivery and as foci for development,

- the establishment of a hierarchy of development or activity corridors linking key nodes within the spatial landscape;

- affording an appropriate level of protection to our agricultural land resources;

- affording an appropriate level of protection to key environmentally sensitive areas, and

5.5 Existing community facilities

The distribution of certain key community facilities including schools, clinics and the locations used by mobile clinics is also reflected on Plan 2.

These locations are important as they generally reflect the location of a reasonable population concentration and/or community needs, and hence, these locations need to be evaluated as part of the SDF in order to determine whether these locations should, over time be upgraded into slightly higher order service nodes.

5.6 Environmental management areas

A number of potentially sensitive areas have been identified in the Environmental Sector Programme report. These include:
- Existing conservation areas - Aden Lloyd Nature Reserve
- Prominent wetlands
- Existing or potential eco-tourism areas including sites of historical or cultural significance such as battlefields, as well as private game farms.

These have been evaluated in terms of their environmental sensitivity and categorized into sensitive areas and potential eco-tourism areas so that these areas can be appropriately managed in the future in terms of the LUMS.

5.7 Agricultural potential

Based on a broad 'agri-potentials' or 'bio-resource' classification by the Department of Agriculture, all agricultural land within the municipal area has been categorized as having either good or poor agricultural potential. To-date, this information has not deemed of sufficient value in terms of the quality of the data to influence decision-making in this regard. The National Department of Agriculture is currently in the process of classifying and mapping agricultural land country-wide in terms of that land which in terms of the definitions contained in the draft Sustainable Utilization of Agricultural Resources Bill, of all land deemed to constitute either 'prime' or 'unique' agricultural land. As soon as this data is available, it will be incorporated into the SDF informants for the highest level of protection in terms of the draft Land Use Management System.

This classification is important in that, in the future evaluation of any possible development projects, one key consideration must always be the implications of the loss of valuable productive agricultural land. Consequently, any proposed development within an area categorized as having good to high agricultural potential should be subjected to further investigation into the implications of its possible loss.

5.3 Population concentrations

At present, the largest urban concentration within Endumeni comprises the Dundee/Sibongile and Glencoe/Sithembile nodes. The only other significant concentration of people within the municipal area able to be classified as urban is the town of Wasbank.

Based on the 1996 census figures approximately 85,9% of the population of the municipal area resided within either Glencoe, Dundee or Wasbank. The majority of the balance of the population, comprising some 14,04% resided either on the commercial farms or within a limited number of small rural settlements, that make up the municipal area.

A number of small rural settlements have been identified within the municipal area. These are highlighted in the table below.

SIGNIFICANT RURAL POPULATION CONCENTRATIONS WITHIN ENDUMENI	
FARM NAME	**PLACE NAME**
Bosch Kloof No. 1073	KwaTelaphi
Burnside No. 3287	Burnside
Van Rooyen No. 4252	Malonjeni
Tayside No. 11319	Tayside
Vechtkop No. 168	Vegkop
Uithoek No. 156	Uithoek

5.4 Land reform projects

In terms of the Department of Land Affairs land reform programme, both land restitution and land redistribution projects have been implemented within the municipal area.

4.5 The development vision for the Municipal area

In addition to the aforegoing key informants to the formulation of the spatial development framework, another key informant is the Municipality's development vision for its area.

Since the vision represents a desired future scenario for a Municipal area, it stands to reason that the adopted vision must also guide and inform the evolving of its spatial development framework.

In this manner, the vision can highlight areas to which development or service infrastructure should possibly be directed.

The vision for Endumeni is set out hereunder:

Together in Prosperity

"Endumeni Municipality, being at the heart of the KwaZulu-Natal battlefields, is a dynamic, developmentally focused Municipality, working in partnership with all its people for the promotion of the sustainable, harmonious and balanced development of all its urban and rural communities."

From the IDP spatial development perspective thus, some of the key elements of this vision include the following:

- the emphasis on tourism/battlefields
- balanced development – in other words endeavouring to avoid mono-functional land uses, as far as possible,
- harmony – people working together, and
- focus on the balanced development of the urban AND rural areas

The evolving of a spatial development framework for Endumeni must, consequently, address and incorporate these elements, so as to serve to facilitate the realization of this Vision.

5.0 LOCAL LEVEL INFORMANTS TO THE PREPARATION OF A SPATIAL DEVELOPMENT FRAMEWORK FOR ENDUMENI [SEE PLAN 2]

5.1 Regional location, role and function

Endumeni is centrally situated midway between the strong economic nodes of Durban and Johannesburg, as well as being located between the two primary development axes within KwaZulu Natal, namely the Johannesburg-Durban development axis and the Johannesburg-Richards Bay development axis.

In addition, the following pieces of related legislation also inform elements of a spatial development framework, namely, the Water Services Act, the Housing Act, the Urban Transportation Act, the Environmental Conservation Act and the National Environmental Management Act. These each embody elements that are required to be taken cognizance of in the formulation of a spatial development framework.

4.2 Existing land use within the planning area

The topography, hydrology and resources of any area will have influenced and determined, to some extent, the physical structure of any area. The resultant landscape will, in turn, influence the patterns of settlement and of land use within that area. Both are, therefore, key informants to the preparation of a spatial framework plan for any area.

In the case of Endumeni, these factors will have influenced the fact that the key towns of Dundee and Glencoe are centrally located within the municipal area, and that a network of roads radiate out from this central core, taking into account also the routes of the railway lines.

The existence of only one other urban node, namely Wasbank, too, is a key informant, given that the balance of the area is predominantly characterized by commercial farming.

The presence of a limited number of small concentrations of people within the municipal area also need to be taken into account, as too does the existence of the various land reform projects that are located within Endumeni, the location of key natural or mineral resources and the identification of any environmental, eco-tourism or other places of cultural or historic interest that might have some particular attraction or value.

4.3 The broader development planning context within which the Municipality is located

The previous spatial development framework for the Umzinyathi District Council area principally informed the existing spatial framework for Endumeni, in that it highlighted Dundee as the primary core town for the Municipality. It also proposed a system of primary corridors linking Dundee to the N11, to Vryheid, to Nqutu and to Greytown *via* Pomeroy and Tugela Ferry. The plan also highlighted the main commercial agriculture areas. In the case of Endumeni, these are concentrated about the towns of Dundee and Glencoe. [See Plan 1.]

The spatial development frameworks for the surrounding district and local council areas were also evaluated, firstly, in order to identify any

- The discouragement of the phenomenon of 'urban sprawl' in urban areas with the objective of contributing to the development of more compact cities and towns;
- A contributing to the correction of historically distorted spatial patterns of settlement and to the optimal use of existing infrastructure; and
- An encouragement of environmentally sustainable land development practices and processes.

The aim of these principles is to try to reverse many of the problems that have resulted from past and current patterns of urban land development which are often largely fragmented and disjointed, with most areas still being planned to encourage low residential densities and the promotion of mono-functional land uses. These planning practices have resulted in great inefficiencies and inequities as a consequence of the separation of peoples' homes from their places of work, especially for people of limited means.

This also highlights the need to consider a spatial restructuring of local authority areas in order, specifically, to deal with enhancing functional and economic efficiencies, hence the requirement in terms of the Municipal Systems Act, Act 32 of 2000, as amended, for the preparation of a spatial development framework as a key component of an IDP.

In addition to striving to achieve functional and economic efficiencies, a properly informed spatial development framework can also serve to:

- facilitate the realisation of a local authority's development vision *via* the establishment of the necessary spatial pre-conditions;
- guide and direct the future management & control of the use of land within the local authority area, in terms of both public & private sector investment, including service provision;
- assist in informing planning-related policies, strategies and proposals / projects for implementation;
- Provide an enabling framework for the promotion and generation of economic, including local economic development [LED] opportunities at appropriate locations within the local authority area; and
- inform the preparation of a Land Use Management System or LUMS.

corridor is the route linking Endumeni Village and Nondweni servicing the northern and southern areas since the road splits into two roads at Nondweni.

- ○ Tertiary Development Corridors the tertiary development corridors ensure linkages between settlements and serve as strategic areas for the location of public facilities and webs of settlement.

- ○ Primary Node: Dundee and Glencoe have been identified as primary, district level service centre. According to the LUMS process, the following initiatives should be promoted in Endumeni town:
    - Industrial development based on the agro-economy.
    - Commercial development.
    - Decentralisation point for local administration of provincial and local government services.
    - Higher order social and commercial services.
    - Integration with major urban centres such as Dundee and Vryheid
    - Housing development
- ○ **Secondary Nodes or service Hub at wash bank are identified as** econdary service centres. These centres perform a variety of functions including administration, service delivery and commercial activity. They also provide services to the adjacent rural areas. They have basic engineering infrastructure, together with community facilities, schools, commercial facilities, local markets, transportation nodes and basic public administrative functions. These centres are growing and should be encouraged to develop. Development and capital projects should therefore be encouraged. The secondary centres should serve as focus points for a range of services and facilities. They are strategically suitable for commercial, housing, small scale industrial and administrative activities.

- ○ **Tertiary Nodes or satellites include De Jagersdrift, Vegkop, Tyaside, Malonjeni and KwaTelanphani . :** These centres are located in underdeveloped areas, and some are emerging settlements where population densification occurring. They have basic administrative functions and services are highly localised. These include such as schools, postal services, pension pay points, public phones, informal markets, transport facilities and commercial enterprises. These centres are located near important transportation routes.

- ☐ **Business retention and expansion should be encouraged at the nodes**
- ☐ **Map No 2** shows the agricultural potential which needs to be reserved for agricultural purposes. This provides the basis for "Sustainability Dialogues" with potential local and international investors who may be interested in agricultural development in the area

2007:2) Central to the Endumeni sustainability framework, as shown in Maps No. 2 agricultural potential, 3 land reform, 4 wetlands and settlements which are all aspects of the sensitive ecological assets., which include agricultural lands and the proposed land reform delivery process of restitution and labor tenant settlement.

2.2 Summary of the Endumeni Local Municipal Spatial Analysis and Integration

Spatial analysis of the area is characterized by inefficiency, high levels of inequality stemming from racially based land allocation and tenure processes. Consequently, the spatial structure reflects land use fragmentation, separation and inadequate access to ecosystem services. Interventions in terms of spatial development should facilitate effective, efficient and equitable service delivery, and unlock opportunities for sustainable ecosystem services, economic development and social justice.

Nodes and transport routes

The municipality has a well-defined functional structure with the majority of the transport routes leading to Endumeni Town. A limited form of nodular development occurs in a number of small emerging centers found along major transport routes and within large and expansive rural settlements. This presents an opportunity for the decentralisation of service delivery and access to social and other services. Major land uses found in these nodes include Traditional Administration Centres (TACs), commercial uses, clinics and schools. The Multi-Purpose Centre accommodates different government departments helps to limit the need for long and expensive trips to the larger centres such as Dundee or Estcourt.

Dundee is the main urban settlement and is the primary commercial, administrative and service centre of the Municipality. Offices of departments such as the Departments of Education, Agriculture Environmental Affairs, Works, Health, Justice and Welfare, Transport and Safety and Security are located at Dundee

There are other small secondary nodes such as xxxxxxxo the east of to the south of Endumeni . There are also scattered rural 'betterment settlements' stemming from the previous era. Some settlements exhibit poor soil management conditions due to poor planning and population density but generally settlements are on flat land adjacent to access routes and fairly good agricultural land potential. There are clearly defined areas of settlement with specific areas set aside for agriculture. The land is largely administered by seven tribal authorities.

Land Use Controls

The Endumeni area is presently subjected two sets of planning regulations, namely the Town Planning Ordinance No 27 of 1949 which applies in town and the farmlands (stateland), the KwaZulu Land Affairs Act No 11 of 1992 which applies in the traditional authority areas and the traditional land administration system based on PTO's as practiced by the Traditional Authorities.

    - Reduce by half the proportion of people without sustainable access to safe drinking water
    - Achieve significant improvement in lives of at least 100 million slum dwellers, by 2020

8. Developing a global partnership for development
    - Develop further an open trading and financial system that is rule-based, predictable and non-discriminatory, includes a commitment to good governance, development and poverty reduction— Nationally and Internationally
    - In cooperation with the developing countries, develop decent and productive work for youth
    - In cooperation with pharmaceutical companies, provide access to affordable essential drugs in developing countries
    - In cooperation with the private sector, make available the benefits of new technologies—especially information and communication technologies

Within the framework of the Millennium Development Goals, the National government has committed the country to specific development targets for the next ten years. The core targets which Municipalities are called upon to achieve are:

- ***By 2008 all households will have access to clean water;***
- ***By 2010 all households will have decent sanitation facilities; and***
- ***By 2012 every household will have access to electricity.***

Consequently, the manner in which integrated sustainable development planning is understood has fundamental implications for the planning process and the "credibility" of the uMzinyathi District IDP and Endumeni Local IDP. The Endumeni IDP stresses an integrated sustainability framework which is seen as the foundation to the SDF

2. 1 The Millennium Ecosystems Assessment (MA) of 2005 and the integrated social, economic and ecological dimensions of the SDF.

The purpose of the integrated SDF understood ***is to provide a sound foundation for addressing poverty, development and the conservation of vital ecosystems*** which are fundamental to well being and survival. The core feature of the framework is that it is informed by the findings of the Millennium Ecosystems Assessment (MA) of 2005. This assessment was supported by indigenous peoples organizations, civil society, business, the United Nations Environment Programme and numerous government and scientific institutions across the globe. An important aspect of the MA for the Endumeni IDP is the manner in which the ***integration of the social, economic and ecological dimensions*** as shown in Figure No 24 is addressed in practice.

Spatial development frameworks are understood as indicative spatial planning processes as opposed to the directive plans of the past. The SDF's are used to guide and inform land development, management and the production of the land use management schemes. The following key points are fundamental to the SDF which should:

- Ensure that the norms and principles contained in the Development Facilitation Act No. 67 of 1995 and the subsequent White Paper on Spatial Planning and Land Use Management, 2001(WSP) are applied where applicable at the local scale of planning;
- Be informed by the spatial analysis at the international, national, district and local municipal areas of jurisdiction;
- Outline spatial objectives and priorities for the development of the IDP;
- Provide guidelines for a Land Use Management System;
- Be informed by the district and where possible a local Strategic Environmental Assessment; and
- Provide for a clear spatial approach such that local land management and investment can occur with confidence.

Each key point is briefly summarised in turn.

1. The norms and principles applicable to the Endumeni SDF, LUMS and Schemes

The normative and procedural principles guiding spatial planning, LUMS and schemes derive from legislation and policy documents. The applicable normative and procedural principles are summarized in Table No 9.

TABLE NO 9: NORMATIVE & PROCEDURAL PRINCIPLES GUIDING SPATIAL PLANNING, LUMS AND SCHEMES APPLICABLE TO THE ENDUMENI MUNCIPALITY

Normative Principles	Procedural Principles
Ensuring systemic sustainability so that a pathway towards Ecological, Social, Institutional and Economic sustainability is put in place	Administrative justice and good governance
Respect local and technical knowledge	Integrate local and technical knowledge
Strive for equality in terms of needs and access	Cooperative governance
Striving for efficiency	Establishing Strategic links between the SDF , LUMS and schemes
Striving for horizontal and vertical integration	Facilitation rather than control
Conservation and management of natural resources, features and landscapes	Capacity building
Strive for harmonious land use relationships	Integration of local and 'expert knowledge
Stress quality of environments	Access to information and privacy
Establishing certainty for investment and land management	Benefit Sharing of local ecological assets
Creating an enabling environment	Sensitivity to protocol and local knowledge

REPORT MANAGER TECHNICAL SERVICES FOR THE PERIOD 1 JULY 2008 TO 30 DECEMBER 2008

KPA	OBJECTIVE	KPI	TYPE	SOURCE	FREQUENCY	BASELINE	ANNUAL TARGET 2008/9	TARGET FOR THE FIRST 6 MONTHS	ACTUAL FOR FIRST 6 MONTHS	TARGET FOR THE SECOND 6 MONTHS	ACTUAL FOR THE SECOND 6 MONTHS	REASONS FOR PERFORMANCE STATUS	RECOMMENDED CORRECTIVE ACTION	RESPONSIBLE OFFICIAL
Electricity	To access grant funding to extend the service to low income communities	Rand value of grants received	Input	Municipal Financial System	Annual	R500 000	R2 000 000	R900 000				APPLICTION 190 HOMES SUBMITTED	NIL	Manager: Electrical
	To complete all projects timeously and within the budget allocated	% progress made with electricity projects as per capital budget	Output	Municipal Financial System	Bi Annually	100%	100%	40%	95%			100% COMPLIANCE	COUNCIL APPROVAL July 2008 IN HAND	Manager: Electrical
	To ensure the enforcement of bylaws by detection of offenders in respect of tampered electrical meters	Number of enforcements per annum	Output	Municipal Financial System	Bi Annually	300	320	160	120			75% COMPLIANCE	Tender Awarded	Manager: Electrical
	To facilitate access to electricity for each consumer within Endumeni Municipality	% of households with electricity connections	Output	2007/11 IDP	Annual	77 50%	78 00%	78.00%	78.00%			100% COMPLIANCE	NIL	Manager: Electrical
	To reduce electricity distribution losses	% reduction in electricity distribution losses	Input	Municipal Financial System	Annual	14%	13%	13%	13%			86% COMPLIANCE	Tender Awarded	Manager: Electrical
Housing	To coordinate service delivery in respect of housing in Endumeni Municipality	Number of houses constructed at the Sibongile, Sithembile Hostel and Ext 18 Dundee	Output	Muncipal project data	Bi Annually	199	200 Houses 120 Single Quarters	100 Houses 60 Single quarters	NIL			Ministerial Approval Awaited	NIL	Manager: Technical Services
Integrated development planning	To promote integrated planning	Extent of compliance with the IDP review deadlines	Process	Municipal IDP Process plan	Bi Annually	Compliance Process Plan	Compliance Ito Process Plan	Compliance Ito Process Plan	Compliance Ito Process Plan			80% COMPLIANCE	NIL	Manager: Technical Services
LED	To diversify and expand the economic base	Progress made with the compilation and adoption of a LED strategy	Output	Muncipal led Process Plan	Bi Annually	n/a	LED strategy in place and adopted by Council	Progress made Ito of compilation of LED strategy	Draft Stratergy approved by Council			90% COMPLIANCE	NIL	Manager: Development Planning & Manager: Admin Technical Services
Maintenance of services	To ensure that Councils infrastructure are adequately maintained	% of Council's budget spent on maintenance	Input	Municipal Financial System	Annual	Budget 2007/2008 2.5%	Budget 2008/2009 3%	Budget 2008/2009 3%	Budget 2008/2009 3%			100% COMPLIANCE	NIL	Manager: Technical Services & Manager: Admin Technical Services
MIG	To effectively manage all MIG funding	% of MIG allocation spend per annum	Output	MIG PMU Reports	Bi Annually	New Programme	100% Ito Business Plan	100% Ito Mig cash flow	100% Ito Mig cash flow			100% COMPLIANCE	N/A	Manager Admin.Technical Services
Municipal roads	Upgrade and maintain Municipal roads within the LM	% progress made with roads and stormwater projects as per capital budget	Output	Municipal Financial System	Bi Annually	100%	100%	40%	15%			WORK COMMENCE 15 JAN	NIL	Asst Manager: Civil Services
		Kilometers of municipal roads annually upgraded and maintained	Output	Municipal Financial System	Bi Annually	72280m^2	62 000m^2	31 000m^2	15%			WORK COMMENCE 15 JAN	NIL	Asst. Manager Civil Services
Parks and gardens	To maintain all parks, gardens and municipal verges	% Compliance as per service standard adopted by Council	Output	Monthly report Managr Sanitation Services	Bi Annually	n/a	70% Compliance as per service standard to be adopted by Council	50% Completed cycle every 8 weeks	100%			71% COMPLIANCE	Investigation to be conducted into capacity constraints of counil plant and equipment	Manager. Sanitation Services
Stormwater	To maintain and clean the stormwater network on a regular basis	% of catch pits cleaned annually	Output	Montly Report Manager Technical Services	Bi Annually	30%	40%	20%	20%			100% COMPLIANCE	NIL	Asst. Manager Civil Services

ENDUMENI MUNICIPALITY
CORPORATE SERVICES SCORECARD: REPORTING FORMAT
2008/2009

[illegible]	OBJECTIVE	KPI	SOURCE [illegible]	FREQUENCY	BASELINE	ANNUAL REPORT 2008/9	TARGET FOR THE FIRST 6 MONTHS	ACTUAL FOR FIRST 6 MONTHS	TARGET FOR THE SECOND 6 MONTHS	ACTUAL FOR THE SECOND 6 MONTHS	REASONS FOR PERFORMANCE STATUS	RECOMMENDED CORRECTIVE ACTION	RESPONSIBLE OFFICIAL
Law Enforcement	To create a safer road and traffic environment for all road users through education and law enforcement	Law Enforcement	Month-end Report	Bi Annually	1 000 000	1 000 000	500 000	865290	500 000	N/A	67%		Head: Safety & Security
		Regular Alco Road Blocks	Month-end Report	Bi Annually	8 Road Blocks	8	4	7	4	N/A	88.00%		Head: Safety & Security
		% progress made with the implementation of road marking and road signs business plan	Month-end Report	Bi Annually	Paint Roads as per Plan	50km	25km	11kms	25km	N/A	Supervisor Transferred	Nil	Head: Safety & Security
		Number of schools that underwent road safety training programmes	Month-end Report	Bi Annually	Visit Schools - Road Safety	24	12	12	12	N/A	50%		Head: Safety & Security
Testing Centre	To render an efficient service in terms of testing to the residents of Endumeni	Accommodate all Applicants with Services (As per Demand)	Month-end Reports	Bi Annually	1 300 000	1 300 000	650 000	1074170	650 000	N/A	83%		Manager Safety & Security
Youth, Sports & Recreation	To co-ordinate sport events	Feedback on the participation in Local, district and other sporting events	Record of Events	Annually	15	15	10	19	5	N/A	126%		Head. Health Services
	To co-ordinate youth development opportunities in Endumeni Municipality	Number of events facilitated per annum	Events	Annually	2	2	1	1	1	N/A	50%		Head. Health Services
Legal & Estates	Updating of Legislation	To keep up to date	Records	6 Monthly	2	2	1	1	1	N/A	50%		Head. Legal & Estates
	Execution of Council decisions	To keep up to date	Records	Monthly	12	12	6	6	6	N/A	50%		Head Legal & Estates
	Upkeep of By-Laws	Update By-Laws	Records	Ongoing	12	12	6	2	6	N/A	50%		Head: Legal & Estates
	Timely checking and signing of clearance certificates	To keep up to date	Records	6 Monthly	Actual	Actual	Actual	198	Actual	N/A	–		Head Legal & Estates
	Timely provision of legal advise and Checking Agendas to determine legal complicatins of reports to Council	Legal Advice	Records	Monthly	18	18	9	11	9	N/A	61%		Head. Legal & Estates
	Procedures pertaining to Town Planning Amendments (Timeously and procedurely followed)	To keep up to date	Records	Monthly	Actual Applications	Actual	Actual	4	Actual	N/A	-		Head: Legal & Estates

ENDUMENI MUNICIPALITY
CORPORATE SERVICES SCORECARD: REPORTING FORMAT
2008/2009

KPA	OBJECTIVE	KPI	SOURCE	FREQUENCY	BASELINE	ANNUAL REPORT 2008/9	TARGET FOR THE FIRST 6 MONTHS	ACTUAL FOR FIRST 6 MONTHS	TARGET FOR THE SECOND 6 MONTHS	ACTUAL FOR THE SECOND 6 MONTHS	REASONS FOR PERFORMANCE STATUS	RECOMMENDED CORRECTIVE ACTION	RESPONSIBLE OFFICIAL
Primary Health Care	To render an efficient and comprehensive srvice to Residents of Endumeni	Number of Meetings held by Professional Nurses	Record File of Minutes	Bi Annually	12	12	6	6	6	N/A	50%		Chief Professional Nurse
		Number of Meetings held by the Clinic Committee	Record File of Minutes	Bi Annually	4	4	2	2	2	N/A	50%		Chief Professional Nurse
		Number of Drug Management Inspections undertaken by Supervisor	Supervisory Report	Bi Annually	12	12	6	6	6	N/A	50%		Chief Professional Nurse
		Number of Infection control and Disposal of Miedical Waste	Supervisory Report	Bi Annually	12	12	6	6	6	N/A	50%		Chief Professional Nurse
		Number of Compalints received from Clients	Records Kept by Chief Professional Nurse	Bi Annually	Actual Figures	0	0	0	0	N/A	-		Chief Professional Nurse
Hiv/Aids	To Mitigate the Effect of the HIV/Aids Pandemic	Number of Internal HIV/Aids Awareness and Education Programmes conducted at the Clinics	Reports by Responsible Co-Ordinator	Bi Annually	12	12	6	6	6	N/A	50%		Chief Professional Nurse
		Annual HIV/Aids Awareness Campaign/Projects	Report by Co-Ordinator	Annually	2	2	0	2	2	N/A	100%		Head: Health Services
Employment Equity	To annually review Council's Employment Equity and submit to Department of Labour	Meeting the deadline for the review and the submission date to Department	Virual Human Resources Programme and Employment Equity	Bi Annually	To Complete Annual Report	1	1	1	0	N/A	100%		Head: Administration
Human Resources Management	To monitor and control all leave	AG and internal audits audit opinion on status of leave records	Electronic Register and Personal files	Annually	Actual Leave Applications	Favourable Audit	Audit January 2009	0	1	N/A	-		Head: Administration
Workplace Skills	To advance the skills levels of the employees of Endumeni	Meeting deadlines for the review and submission date to LGWSETA	Skills Audit Forms	Annually	Report Annually	1	1	1	0	N/A	100%		Head. Administration
Dundee Library	To render an efficient library service to the residents of Endumeni	Number of books issues	Monthly Reports	Bi Annually	104 000	104 000	52 000	57716	52 000	N/A	55%		Head: Administration
		Number of educational programmes conducted	Monthly Reports	Bi Annually	10	10	5	11	5	N/A	110%		Head. Administration
		Number of library visitors	Monthly Reports	Bi Annually	120 000	120 000	60 000	57686	60 000	N/A	48%		Head: Administration

ENDUMENI MUNICIPALITY
ORGANISATIONAL PMS SCORECARD
1 JULY 2008 - 30 JUNE 2009

NAT KPA	LOCAL KPA	IDP OBJECTIVE	KPI	TYPE	SOURCE	FREQUENCY	BASELINE	ANNUAL TARGET 2008/2009	TARGET FOR THE FIRST 6 MONTHS	ACTUAL FOR FIRST 6 MONTHS	TARGET FOR THE SECOND 6 MONTHS	ACTUAL FOR THE SECOND 6 MONTHS	REASONS FOR PERFORMANCE STATUS	RECOMMENDED CORRECTIVE ACTION	RESPONSIBLE DEPT.
Social and Economic Development	Law Enforcement	To create a safer road and traffic environment for all road users through education and law enforcement	Law Enforcement	Outcome	Monthly Reports	Bi-Annually	1 000 000	1 000 000	500 000	665290	500 000	N/A	67%		Head: Safety & Security
			Regular Alco Road Blocks	Outcome	Monthly Reports	Bi-Annually	8 Road Blocks	8	4	7	4	N/A	88%		Head: Safety & Security
			% Progress made with the Implementation of Road Markings & Signs	Outcome	Monthly Reports	Bi-Annually	Paint Roads as per Plan	50km	25km	11kms	25km	N/A	Supervisor Transferred		Head: Safety & Security
			Number of School Programmes	Outcome	Monthly Reports	Bi-Annually	School Visits	24	12	12	12	N/A	50%		Head: Safety & Security
	Testing Centre	To render an efficient service in terms of testing to the residents of Endumeni	Accommodate all Applicants with Services	Outcome	Monthly Reports	Bi-Annually	1 300 000	1 300 000	650 000	1074170	650 000	N/A	83%		Manager Safety & Security
	Youth, Sports & Recreation	To co-ordinate district sports events	Feedback on the Participation of Sports Events	Outcome	Record of Events	Anually	15	15	10	19	5	N/A	126%		Head: Health Services
		To co-ordinate youth development opportunities in Endumeni Municipality	Number of Events Facilitated per Annum	Outcome	Events	Annually	2	2	1	1	1	N/A	50%		Head: Health Services
	Legal & Estates	Updating of Legislation	To Keep Up to Date	Outcome	Records	6 Monthly	2	2	1	1	1	N/A	50%		Head: Legal & Estates
		Execution of Council decisions	To Keep Up to Date	Outcome	Records	Monthly	12	12	6	5	6	N/A	50%		Head: Legal & Estates
		Upkeep of By-Laws	Update By-Laws	Outcome	Records	Ongoing	12	12	6	2	6	N/A	16%		Head: Legal & Estates
		Timely checking and signing of clearance certificates	To Keep Up to Date	Outcome	Records	6 Monthly	Actual	Actual	Actual	199	6	N/A	-		Head: Legal & Estates
		Timely provision of legal advise and checking Agendas to determine legal complications of reports to	Legal Advice and Agendas Checked	Outcome	Records	Monthly	18	18	9	11	9	N/A	61%		Head: Legal & Estates
		Procedures pertainign to Town Planning Amendments (Timeously and procedurely followed)	To Keep Up to Date	Outcome	Re	Monthly	Actual Applications	Actual	Actual	4	Actual	N/A	-		Head: Legal & Estates
Social and Economic Development	Talana Museum	To collect, collate, protect and preserve the heritage of the Endumeni and Northern Kwa-Zulu Natal areas for future generations	Record Number of Visitors	Outcome	Monthly Reports	Bi-Annually	28 000	28 000	14 000	8395	14 000	N/A	30%		Head: Administration
		To provide an efficient museum service for the residents of Endumeni, KwaZulu-Natal, South Africa and internationally	Number of Functions Held	Outcome	Monthly Reports	Bi-Annually	3 Events	3	2	3	1	N/A	100%		Head: Administration
		To ensure correct and efficient date on museum collections	Cross Check all Museum Items	Outcome	Documents	Bi-Annually	1 000	1 000	500	459	500	N/A	46%		Head: Administration
		To establish efficient data base of archives	To Collate and Establish Computer Data Basis	Outcome	Archival Documents	Bi-Annually	2 000	2 000	1 000	4428	1 000	N/A	221%		Head: Administration
		Research - visitor requests - new exhibits	To Research Requests from Visitors	Outcome	Archival Documents	On Request	200	200	[illegible]	78	100	N/A	39%		Head: Administration

ENDUMENI MUNICIPALITY
ORGANISATIONAL PMS SCORECARD:
1 JULY 2008 - 30 JUNE 2009

NAT KPA	LOCAL KPA	IDP OBJECTIVE	KPI	TYPE	SOURCE	FREQUENCY	BASELINE	ANNUAL TARGET 2008/2009	TARGET FOR THE FIRST 6 MONTHS	ACTUAL FOR FIRST 6 MONTHS	TARGET FOR THE SECOND 6 MONTHS	ACTUAL FOR THE SECOND 6 MONTHS	REASONS FOR PERFORMANCE STATUS	RECOMMENDED CORRECTIVE ACTION	RESPONSIBLE DEPT
	Disaster Management	To ensure that the Disaster Management Plan is updated on a regular basis	Progress made with the annual update of the Disaster Management Plan	Outcome	Disaster Management Report	Annually	12 Reports	12	6	6	6	N/A	50%		Head: Safety & Security
	Fire Fighting Service	To ensure the delivery of a comprehensive fire fighting service in accordance with memorandum of agreement	Report on usage of Endumeni Fire Equipment	Outcome	Monthly Report	Bi-Annually	12 Reports	12	6	6	6	N/A	50%		Head: Safety & Security
	Information Technology	To improve communication	Progress made with Setting up Web-Site and computer training	Outcome	Computer and Web-Site	Bi-Annually	4	4	2	6	2	N/A	150%		Manager Corporate Services
Institutional Transformation	Employment Equity	To annually review Council's Employment Equity and submit to Department of Labour	Meeting the deadline for the Review and the Submission of the Report	Outcome	Visual HR Program	Bi-Annually	1	1	1	1	0	N/A	100%		Head: Administration
	Human Resources Management	To monitor and control all leave	AG and Internal Audit Approval	Outcome	Electronic Register and Personal Files	Annually	Actual Leave Applications	Favourable Audit	Audit January 2009	0	1	N/A	-		Head: Administration
	Workplace Skills	To advance the skills levels of the employees of Endumeni	Meeting Deadline for LGWSETA	Outcome	Skills Audit	Annually	Annual Report	1	1	1	0	N/A	100%		Head: Administration

ENDUMENI MUNICIPALITY
ORGANISATIONAL PMS SCORECARD:
1 JULY 2008 - 30 JUNE 2009

NAT KPA	LOCAL KPA	IDP OBJECTIVE	KPI	TYPE	SOURCE	FREQUENCY	BASELINE	ANNUAL TARGET 2008/2009	TARGET FOR THE FIRST 6 MONTHS	ACTUAL FOR FIRST 6 MONTHS	TARGET FOR THE SECOND 6 MONTHS	ACTUAL FOR THE SECOND 6 MONTHS	REASONS FOR PERFORMANCE STATUS	RECOMMENDED CORRECTIVE ACTION	RESPONSIBLE DEPT
Infrastructure and Services	Electricity	To facilitate access to electricity for each consumer within Endumeni Municipality	% of households with electricity connections	Outcome	2002/7 IDP	Annual	77.60%	78.00%	78.00%	78.00%	78%	N/A	100% COMPLIANCE	NIL	Technical Services
	Housing	To coordinate service delivery in respect of housing in Endumeni Municipality	Progress made with the Implementation of the Housing Sector Plan	Output	Muncipal project data	Bi Annually	Compliance Process Plan	Compliance Process Plan	Compliance Process Plan	Compliance Process Plan	Compliance Process Plan	N/A	100% COMPLIANCE	NIL	Technical Services
			Number of houses constructed at the Sibongile, Sithembile Hostel and Ext 18 Dundee	Output	Muncipal project data	Bi Annually	188	200 Houses 120 Single Quarters	100 Houses 60 Single quarters	100 Houses 60 Single quarters	100 Houses 60 Single quarters	N/A	100% COMPLIANCE	NIL	Technical Services
	Integrated development planning	To promote integrated planning	Extent of compliance with the IDP review deadlines	Process	Municipal IDP Process plan	Bi Annually	Compliance Process Plan	Compliance ito Process Plan	Compliance ito Process Plan	80%	Compliance ito Process Plan	N/A	100% COMPLIANCE	NIL	Technical Services
	Municipal roads and stormwater	Upgrade and maintain Municipal roads within the LM	Kilometers of municipal roads annually upgraded and maintained	Output	Municipal Financial System	Bi Annually	72259m^2	$62\,000\text{m}^2$	$31\,000\text{m}^2$	100%	$31\,000\text{m}^2$	N/A	100% COMPLIANCE	NIL	Technical Services
	Sanitation	To eradicate existing backlogs in sanitation within 8 years	% households with access to a basic level of sanitation	Outcome	WSDP	Annually	%	%							Technical Services
			Urban	Outcome	WSDP	Annually	95%	96%	96%	96%	96%	N/A	UTHUKELA WATER	NIL	Technical Services
			Rural Communities	Outcome	WSDP	Annually	17%	27%	27%	27%	27%	N/A	UTHUKELA WATER	NIL	Technical Services
			Farmlands	Outcome	WSDP	Annually	100%	N/A	N/A	N/A	N/A	N/A	UTHUKELA WATER	NIL	Technical Services
			Endumeni LM	Outcome	WSDP	Annually	89%	90,3%	90,3%	90,3%	90,3%	N/A	UTHUKELA WATER	NIL	Technical Services
	Waste Management	To facilitate integrated Waste Management	% of households with a weekly refuse removal service	Outcome	Monthly Report Manager: Sanitation Services	Bi Annually	80%	84%	82%	84%	90%	N/A	100% COMPLIANCE	NIL	Technical Services
	Water	To eradicate the backlogs in water provision within 15 years	% households with access to a basic water provision	Outcome			%	%	N/A						Technical Services

PHASE 5: Conclude and sign off the project

DELIVERABLES DURING THIS PHASE

- Project charter signed off as complete

7.0 Conclusion

The PMS process plan also sets out the generally accepted principles which will be applied in developing a system for the Endumeni Municipality and clarifies the roles and responsibilities of the various roleplayers during the process. Copies of the said process plan are available upon request.

In terms of progress made in developing the PMS the following has been finalised too date:

- The delegation of responsibilities to the Municipal Manager
- Setting up institutional arrangements to facilitate the process
- The compilation of performance agreements and plans for the Municipal Manager and Heads of Departments
- The compilation of a manual to evaluate the performance of all Managers
- Conducting a PMS capacity building workshop for Councillors and senior managers
- The legislative framework for PMS
- PMS at various levels
- Objectives of the Endumeni PMS
- Principles informing the development of the PMS
- Preferred performance management model for Endumeni
- The process of managing performance and development
- The auditing of performance levels of key performance indicators
- General issues related to performance management
- An Audit Committee has been been established and training completed
- The Organisational Performance Management System was advertised and formally adapted by the Endumeni Municipality

- The total cost of projects over the next 6 years is R385, 778, 930.
- The operating costs of these projects amount to R19, 288, 946.
- Majority of these projects are funded by grants.

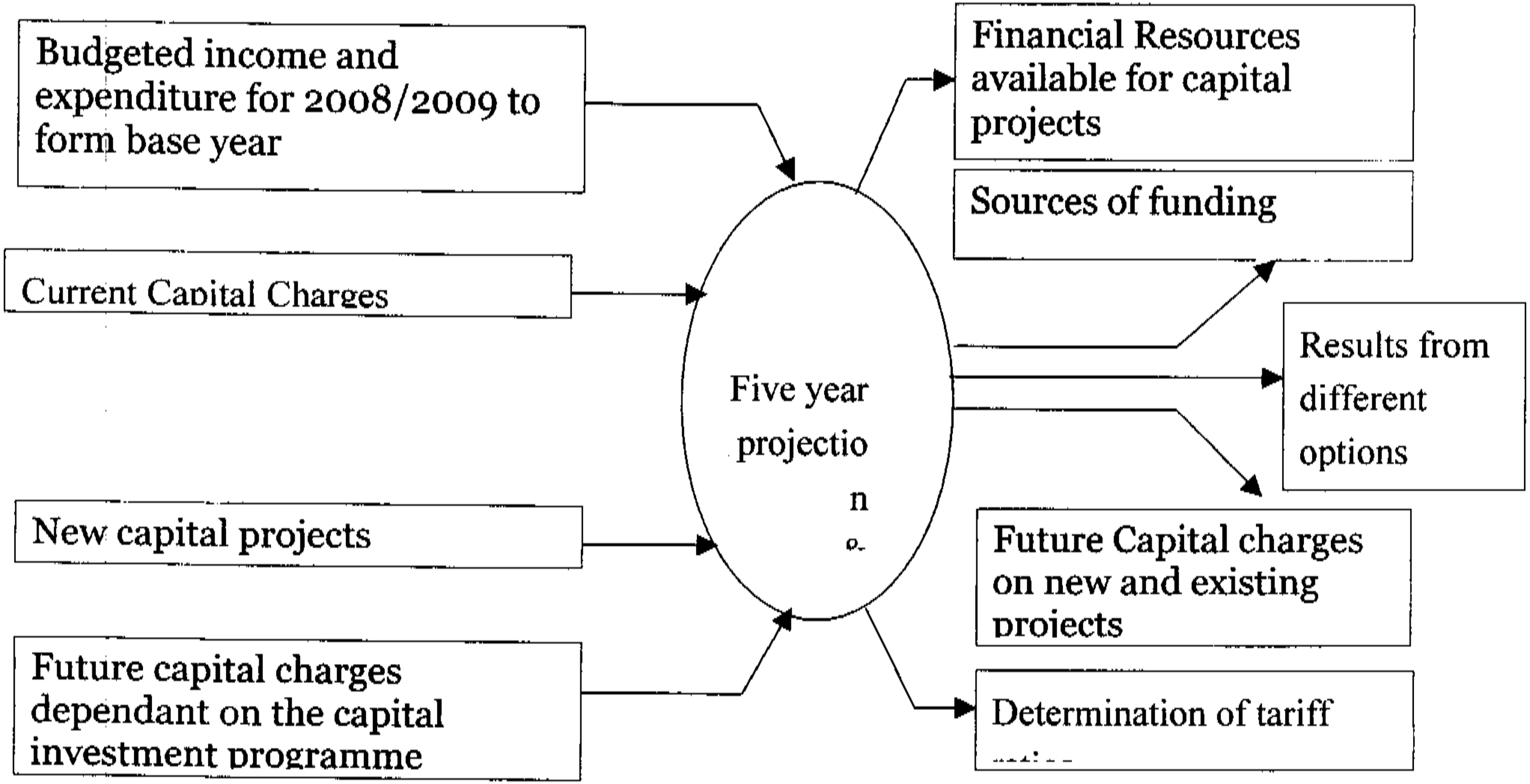
- It is important council reprioritise the projects listed in the IDP and concentrate on delivering a few key projects in the short term and endeavour to obtain grant funding for the remainder of the projects.

	Budget Projections - Scenario 1					
Budget	**2008/09**	**2009/10**	**2010/2011**	**2011/12**	**2012/13**	**2013/14**
Expenditure	**R**	**R**	**R**	**R**	**R**	**R**
Salaries & wages	45,772,526	48,700,778	52,101,855	55,748,985	59,651,414	63,827,013
General expenditure	37,185,783	39,955,967	43,408,721	46,881,418	50,631,932	54,682,486
Repairs and maintenance	4,708,117	3,191,464	3,516,050	3,832,495	4,177,419	4,553,387
Capital charges	8,146,308	8,095,659	7,943,681	8,338,529	8,181,991	8,338,529
Contribution to provisions	5,954,673	6,142,251	5,338,205	5,498,351	5,663,302	5,833,201
Capital employed	3,025,780	6,226,555	9,091,921	12,001,336	15,841,763	20,911,127
Contra debits	10,710,576	11,060,014	11,647,820	12,230,211	12,841,722	13,483,808
Contra credits	-11,944,770	-12,530,503	-13,170,815	-13,829,356	-14,520,824	-15,246,865
Project operating costs	3,536,287	2,429,721	2,115,599	767,102	710,101	85,663
Total expenditure	**107,096,280**	**113,271,906**	**121,993,037**	**131,469,071**	**143,178,820**	**156,468,349**
Income						
Equitable share	12,234,000	15,316,000	19,043,000	20,566,440	22,211,755	24,210,813
Grants & subsidies	3,380,000	3,558,240	3,848,177	4,156,031	4,488,513	4,892,479
Assessment rates	35,132,571	36,985,243	39,998,917	43,198,830	46,654,737	50,853,663
Electricity	38,384,518	40,408,677	43,701,304	47,197,408	50,973,201	55,560,789
Refuse removal	5,247,845	5,524,584	5,974,744	6,452,724	6,968,941	7,596,146
Cemeteries	214,850	226,180	244,610	264,178	285,313	310,991
Licencing	726,700	765,022	827,358	893,547	965,030	1,051,883
Traffic fines	1,687,700	1,776,699	1,921,470	2,075,187	2,241,202	2,442,911
Testing grounds	1,409,260	1,483,576	1,604,462	1,732,819	1,871,444	2,039,874
Rentals	1,171,895	1,233,693	1,334,219	1,440,956	1,556,233	1,696,294
Other	8,285,785	6,285,870	4,319,059	5,325,000	7,095,000	8,510,000
Revenue enhancement strategies	20,159,999	16,033,791	4,417,061	4,405,253	3,858,342	4,356,006
Total Income	**107,876,124**	**113,563,783**	**122,817,318**	**133,303,120**	**145,311,370**	**159,166,843**
Projected Revenue Requirements	***779,844***	**291,877**	**824,281**	**1,834,049**	**2,132,560**	**2,697,494**
Tariff Ratio	**0.72%**	**0.26%**	**0.67%**	**1.38%**	**1.47%**	**1.69%**

After implementing the financial strategies listed in the financial action plan the operating budget shows a surplus for the 5 years and an improvement in the required tariff ratio

Principles of Financial Model

(Figure 1a)


Budgeted income and expenditure for 2008/2009 to form base year
Current Capital Charges
New capital projects
Future capital charges dependant on the capital investment programme
Five year projectio n
Financial Resources available for capital projects
Sources of funding
Results from different options
Future Capital charges on new and existing projects
Determination of tariff

CAPITAL AND INVESTMENT PROGRAMMES

The capital and investment programmes are set on page _____ of the main IDP document.

MULTIYEAR BUDGET (Financial Projections)

Financial projections have been developed using a financial model developed for the Endumeni Muncipality. A summary of the financial modeling process and assumptions produced by management are set out below:

Financial Projections

- The financial projections are based on a financial model developed for the Endumeni Municipality
- The model is used to assess the financial feasibility of those capital projects outlined in the IDP
- The financial model is dependant on the 2008/09 operating budget which has been used as the base year,
- The critical financial inputs are existing loans, new loans, sources of funding, costs and terms of borrowing
- The critical outputs as illustrated in (figure 1a) are:
    - Three scenarios
        a) The Status quo
        b) Scenario 1: Implementation of the financial strategies for a period of 5 years
    - Each scenario includes:
        a) A five year projection of the operating and capital budget reflecting the projected revenue increases
    - Financial resources required for capital projects

Assumptions

The following assumptions were made when developing the model based on information provided by the Chief Financial Officer

- Inflation for the period 2008/09 to 2013/14 is based on the Financial Sectors forecasts
- Revenue amounts included assume a 80% collection rate

FINANCIAL STRATEGIES	REDUCE COSTS	INCREASE REVENUE	ACTION REQUIRED	By whom	2008/09	2009/10	2010/11	2011/12	2012/13
			• Implement new valuation roll						
Credit control & debt collection		Improve debt collection and collect arrear debt	• Conduct a debt awareness campaign with councillors, staff and community Attempt to collect the outstanding debt	CFO	20%	15%	5%	5%	5%
Cost Effectiveness	Conduct a cost benefit analysis of functions		• Conduct cost benefit analysis of all services • Freeze all non essential posts • Reduce the Expenditure on Salaries from 34% of budget to 30% which is the industry norm • Consolidate rates & services accounts • Establish convenient pay	CFO	2%	2%	1%	1%	1%

FINANCIAL STRATEGIES	REDUCE COSTS	INCREASE REVENUE	ACTION REQUIRED	By whom	2008/09	2009/10	2010/11	2011/12	2012/13
	management	management	telephones • Monitor and control the use of electricity by residents living in hostels • Review all financial policies and procedures as per MFMA and document flow • Determine operational costs of new capital projects • Implement new PABX system • Increase the provision for doubtful debts. • Make adequate provision for leave. • Implement controls for overtime						

9. Leave provision was understated.

- External borrowings for long term revenue generating and strategic projects

2.1.8. **Operational financing**

Council's policy is to fund operating expenses from normal revenue streams with short term funding being used as a last resort. It is expected that strong financial management including accurate cash forecasting will obviate the need to resort to short-term borrowings.

It is Council's intention to maintain a strong economic base by bringing in good working capital management including the setting aside of adequate provisions for working capital. It is anticipated that these reserves will be based on the same principles as currently apply to existing statutory funds in that the respective reserves will be cash backed.

2.1.9. **Cost effectiveness**

In any organisation it is necessary to strive for cost effectiveness. It is Council's intention to develop outsourcing policies and review all non-core services with a view to outsourcing or alternate service delivery. The effectiveness of departments and services provided by the departments will be subject to value for money reviews. It is expected that these reviews will achieve cost savings. The concept of shared service centres is being investigated with the objectives of seeking to obtaining savings where services could be provided to a number of municipalities and possibly entities in the private sector.

- Short term borrowings:

2.1.4. **Revenue raising**

The Endumeni Municipality's significant sources of revenue are: rates, electricity, refuse and grants. The contribution of the various streams to revenue will be subject to review. Whilst the issue of tariffs forms part of this financial plan, it is anticipated that the affected departments will be responsible for investigatory work.

2.1.5. **Asset management**

It is important to maintain a regular inventory of property, plant and equipment, implementation of a maintenance programme review and insurance cover. This part of the plan will be extended to assist in identifying and listing unutilised/ uneconomic assets with a view to disposal as previously indicated. Although directly related to revenue raising it is appropriate to include the monitoring of rental income and policies with the asset management programme. This aspect of asset management will ensure that Council is receiving economic rentals from Council owned land and buildings which are rented out.

Housing is a specialised field and will be considered separately from this financial plan.

2.1.6. **Financial management**

The Endumeni Municipality has a strong finance department and has established an external audit committee responsible for monitoring financial and other controls. In addition, Council is committed to sound financial management and the maintenance of a healthy economic base. Although the statutory requirement for the contribution to statutory funds will disappear with the possible repealing of the KwaZulu Natal and Local Authorities Ordinance No 25 of 1974, Council will put in place policies, which will maintain sufficient contributions to similar funds established in terms of GAMAP. Financial management policies and procedures for the entire municipality will be implemented.

In addition, financial management systems and procedures will be reviewed to financial action plan that follows this section. More details of the aforementioned strategies are set out below.

2.1. General:

2.1.1. Social responsibility

All aspects of matters relating to financial matters will take cognisance of council's social responsibility. These include Council's indigent policy and recognising that certain sections of the community do not have to pay for these services. A further aspect of social responsibility will focus on transformation and empowerment, for example in Council's procurement policy.

2.1.2. Engendering investor and consumer confidence

Council main aim is to increase investor and consumer confidence by building on the sound financial base. This will include developing sufficient reserves and limiting risks by ensuring that major contracts are awarded to "blue chip" partners and suppliers. At the same time Council must take cognisance of its social responsibilities and will only enter into agreements with partners and suppliers who can demonstrate a significant and continuing contribution to the empowerment of previously disadvantaged communities.

It is envisaged that an alliance with "blue chip" partners and suppliers will in the long term contribute to the betterment of the community through investment and increased employment opportunities. Although preference on major contracts will be given to "blue chip" partners and suppliers, Council will at the same time seek to improve the fortunes of the community by awarding affordable smaller contracts to businesses and individuals' resident or operating within the jurisdiction of the Endumeni Municipality. In order to limit risk, Council reserves the right to have due diligence reviews conducted in respect of any new partners, institutions or suppliers, including major suppliers. Recognising that smaller contractors might have difficulty in securing lines of credit, Council will investigate mechanisms to assist these contractors without placing the Council at risk. One such method will be the direct payment to suppliers of the contractors via cession documents. Such payments being limited to the amounts which the emerging contractors owe the suppliers.

3.8. Department of Agriculture and Environmental Affairs

Did not attend but faxed a copy of project details they are as follows:

Project	2009/2010	Official Responsible
Endumeni garden revitalization	R 720000	S. W. Haschke
Endumeni Poultry	R 200000	S. W. Haschke
LRAD	R 1 600 000	S. W. Haschke

***Note:** Projects mentioned above are proposed and not yet approved*

Project Name	No. of Sites	Developer	Houses Built	Project Amount	Amount Spent	Completion date	Present status	Action /by whom
Wasbank & Dejagers drift Rural Housing Project	500						Project were advertise but appointment could not be made because the municipality questioned the involvement of DOH in the appointment of implementations agent, Municipality advice DOH that it was seeking legal opinion from its lawyers about DOH involvement. As a result of this situation, no budget was allocated for this project during financial year: 2007/2008 until the issue is resolved.	
Dlamini Forestdale Craig side Dlum clearance Urban Housing Project	500						Project were advertise but appointment could not be made because the municipality questioned the involvement of DOH in the appointment of implementations agent, Municipality advice DOH that it was seeking legal opinion from its lawyers about DOH involvement. Furthermore, the District Municipality has not budgeted for the provision of bulks in the project area. . As a result of this situation, no budget was allocated for this project during financial year: 2007/2008 until the issue is resolved.	

Note:
(i) Detailed project information in Housing Sector Plan.
(ii) DM to convene workshop to identify solutions on bulk service issues.
(iii) HSP is recent and still to be implemented before review however project status can be changed.

Contact Person: T.B. Phungula
Phone Number: 035- 8742793

3.4.2 Planned projects for 2008/ 2009

Project	Budget	Beneficiaries	Details	Challenges	Current Status
Endumeni women's project	R350 000	125(25 House holds for soup kitchen at France)	- The project aims to provide a soup kitchen and sewing service - They are 6 females in the project - The project is sharing accommodation with Siyabonga skills development. - It has been funded by Umzinyathi Municipality with 2 sewing tables 10 chairs and 7 sewing machines. - 25 House holds 125 beneficiaries for soup kitchen at France.	- Not yet funded by Department of Social Development. - Equipment not enough	- Require R550 000 to kick start the project for sewing and soup kitchen. - Training with other Department's will be sought. - Business plan approved - Waiting for certificate to receive registration as NPO

3.5. Eskom

Did not attend but faxed a copy of project details they are as follows:

Project	Location	Budget	Official Responsible
Thelaphi	Newcastle		Sam Diamim
Busi	Newcastle		Sam Diamim

***Note:** information provided only states budget falls within 2010/11*

Client Department Description : WORKS

WIMS Number	WIMS Service Description	Facility Description	Status Code	Estimate Amount	Total Current Year Cash	Total Current Year Exp.	Total Service Expenditure	First Delivery Date - Projected	First Delivery Date - Actual	Final Delivery Date - Projected
038089	ERECTION OF SECURITY FENCE	DUNDEE : 136 VICTORIA STR	2		0	0.00	0.00			
031995	OFFICE AND RECEPTION AREA EXTENTION	DUNDEE WORKS DISTRICT OFFICE	5A	19,515,988.00	3,886,194	537,315.42	3,054,561.18	2010/03/25		2010/06/2
037360	CLEANING OF OFFICES, ABLUTION BLOCKS, KITCHEN FACILITIES,	DUNDEE WORKS DISTRICT OFFICE	5B	113,000.00	48,044	33,971.00	33,971.00	2009/01/20		2009/07/3
037363	CLEANING OF GROUNDS MAINTENANCE	DUNDEE WORKS DISTRICT OFFICE	5B	96,000.00	51,907	39,330.00	39,330.00	2009/02/12		2009/07/3
031745	ERECTION OF CONCRETE FENCE WITH STEEL GATES, REPAIRS AND	DUNDEE : 6 SIMPSON CRESCENT (WORKS)	6A	99,550.00	10,550	0.00	89,000.00	2006/11/30	2006/12/01	2007/02/2
029639	CONSTRUCTION OF COUNTER	DUNDEE WORKS DISTRICT OFFICE	7	18,445.20	1	0.00	18,445.20	2008/09/18	2007/12/21	2008/02/2
036131	URGENT ERECTION OF 1.80M HIGH 50X50MM HOT DIP GALVANISED	DUNDEE WORKS DISTRICT OFFICE	7	104,544.61	0	0.00	104,544.61	2008/01/23	2008/01/23	2008/02/2
018145	UPGRADE ACCESS ROAD	JOBSKOP WORKS REPEATER MAST	8	500,000.00	0	0.00	36,447.55	2008/07/22		2008/10/2
035574	REPLACE FLOOR TILES AND SOAP DISHES	DUNDEE WORKS DISTRICT OFFICE	8	4,350.33	4,351	4,350.33	4,350.33	2009/07/30	2008/10/16	2009/01/1
WORKS				20,594,266.14	4,069,296	677,723.68	3,742,458.25			
ENDUMENI				278,007,596.74	91,947,888	37,661,976.78	105,299,396.11			
MIDLANDS REGION				278,007,596.74	91,947,888	37,661,976.78	105,299,396.11			
Summary				278,007,596.74	91,947,888	37,661,976.78	105,299,396.11			

Contact Persons:

For Education: Mr. A. Parthab- 036 6382891
For Health: Mr. S. Mazibuko- 036 6382829
For all other Departments: Ms. L. Makhanya- 036 682834

Client Department Description: TRANSPORT

WIMS Number	WIMS Service Description	Facility Description	Status Code	Estimate Amount	Total Current Year Cash	Total Current Year Exp.	Total Service Expenditure	First Delivery Date - Projected	First Delivery Date - Actual	Final Delivery Date - Projected
037979	EXTENSION OF OFFICE BUILDING TO ACCOMMODATE NEW STAFF	R.T.I. : DUNDEE	1		0	0.00	0.00			
036788	REPAIRS AND RENOVATIONS	DUNDEE SIBONGILE STAFF QUARTERS	5B	143,500.00	121,750	100,000.00	100,000.00	2009/02/08		2008/06/0
037293	REPAIRS AND RENOVATIONS	DUNDEE : 72 JONES STREET	5B	39,165.00	34,585	30,000.00	30,000.00	2009/03/23		2008/08/2
032929	ERECTION OF A LEARNERS LICENCE CLASSROOM	R.T.I. : DUNDEE	7	239,860.00	0	0.00	239,860.00	2006/12/08	2006/12/08	2007/12/0
036486	REPLACEMENT OF LEAKING ROOF	DUNDEE : 6 HARDY STREET	8	27,281.30	26,500	26,500.00	26,500.00	2008/07/24	2008/07/23	2008/08/2
036609	5 ARGYLE STREET : ERECTION OF 1.80M HIGH HOT DIP GALVANISED	DUNDEE : ARGYLE STREET HOUSE (ROADS)	8	57,000.00	52,078	52,078.00	52,078.00	2009/01/07	2008/05/26	2008/08/2
036710	HOUSE NO 1 ARGYLE STREET : INSTALLATION OF RAZOR WIRE	DUNDEE : ARGYLE STREET HOUSE (ROADS)	8	9,900.00	9,900	9,900.00	9,900.00	2009/01/22	2008/04/10	2008/07/0
036965	HOUSE NO 5 BIGGER STREET : ATTEND LEAKING ROOF AND	DUNDEE : ARGYLE STREET HOUSE (ROADS)	8	29,850.00	29,850	29,850.00	29,850.00	2008/06/19	2008/05/26	2008/07/1
037125	ERECTION OF SECURITY FENCE AT HOUSE NO. 8 ARGYLE STREET	ROADS (DUNDEE) ARGYLE STREET CAMP	8	33,880.80	32,800	32,800.00	32,800.00	2008/07/12	2008/07/12	2008/08/1
TRANSPORT				**580,437.10**	**307,463**	**281,128.00**	**520,988.00**			

WIMS Number	WIMS Service Description	Facility Description	Status Code	Estimate Amount	Total Current Year Cash	Total Current Year Exp.	Total Service Expenditure	First Delivery Date - Projected	First Delivery Date - Actual	Final Delivery Date - Projected
032946	REPAIRS AND RENOVATIONS	ENYANYENI PRIMARY SCHOOL	7	176,000.00	15,487	0.00	160,908.99	2007/02/09	2007/02/16	2007/05/09
036277	UPGRADES AND ADDITIONS	EMPATHE PRIMARY SCHOOL	7	8,702,190.00	8,023,879	670,689.51	1,045,743.58	2010/03/31	2008/08/28	2008/11/26
028277	REPAIRS TO CLASSROOMS	BIGGARSBERG PRIMARY SCHOOL	7A	537,500.00	24,426	0.00	1,447,268.54	2007/02/15	2007/02/13	2007/08/30
032769	REPAIRS AND RENOVATIONS	DUNDEE ENVIRONMENTAL CENTRE	7A	632,000.00	28,418	26,877.42	689,640.67	2007/04/11	2007/03/22	2007/07/11
009611	ERECT 3 NEW CLASSROOMS	THEMBOKUHLE PRIMARY SCHOOL	8	246,000.00	0	0.00	246,000.00	2005/02/01	2004/08/10	2004/09/10
025354	HIRING OF SCHOOL (1 DEC 2000 TO 31 NOV 2005)	UXOLO NOKUZWANA SEC SCHOOL	8		0	0.00	8,500.00			
025935	REPAIRS TO CLASSROOMS	MAWENI HIGH SCHOOL	8	250,000.00	0	0.00	253,697.72	2007/12/05	2007/03/30	2007/04/30
034628	ELECTRICAL INSTALLATION OVER ENTIRE SCHOOL	MBELEBELE PRIMARY SCHOOL	8	77,880.00	0	0.00	77,880.00	2007/06/28	2007/06/28	2007/08/28
036497	ERECTION OF 1.80M HIGH HOP DEEP GALVANISED WELD MESH WIRE	MPILONDE PRIMARY SCHOOL	8	169,726.96	109,727	109,726.96	169,726.96	2008/04/19	2008/04/19	2008/05/19
036568	HIRE OF OFFICE ACCOMMODATION	DUNDEE : 26 BEACONSFIELD STREET	8		290,871	290,871.00	581,742.00			
037119	REPAIR DAMAGE CLASSROOM	DOUGLAS PUBLIC PRIMARY SCHOOL	8	111,162.59	110,200	110,200.00	110,200.00	2009/04/08	2008/06/30	2008/07/30
037124	REPAIR TO MOBILE CLASSROOM AND SUPPLY AND FIT 5000 L	EMPISINI PRIMARY SCHOOL	8	45,000.00	42,750	42,750.00	42,750.00	2009/04/09	2008/07/13	2008/10/11
037243	ERECTION OF 1.8M HIGH DEEP GALVANIZED RAZOR WIRE	EMPISINI PRIMARY SCHOOL	8	245,000.00	220,988	220,988.00	220,988.00	2009/04/28	2008/08/21	2008/09/21
037286	REMOVAL AND REPLACEMENT OF ALL BURST PIPES	DUNDEE SECONDARY SCHOOL	8	70,000.00	62,600	62,600.00	62,600.00	2008/07/27	2008/07/15	2008/08/27
037288	ATTEND TO STORM DAMAGED ON TOILETS AND LIBERALY	VELAPHI HIGH SCHOOL	8	185,000.00	175,000	175,000.00	175,000.00	2009/04/22	2008/07/31	2008/08/31
037370	REPLACEMENT OF 1,8M HIGH 50 X 50MM HOT DIP GALVANIZED	SITHANDENE PRIMARY SCHOOL	8	168,000.00	152,200	152,200.00	152,200.00	2008/08/10	2008/08/10	2008/09/10
037490	ERECTION OF 1.80M HIGH 50 X 75 MM HIGH HOT DEEP	UKUKHANYA KOMSINGA LSEN SCHOOL	8	143,275.00	143,275	143,275.00	143,275.00	2008/08/31	2008/08/31	2008/09/30
EDUCATION				170,037,693.67	60,994,288	22,932,699.73	59,449,482.43			

Client Department Description : EDUCATION cont….

WIMS Number	WIMS Service Description	Facility Description	Status Code	Estimate Amount	Total Current Year Cash	Total Current Year Exp.	Total Service Expenditure	First Delivery Date - Projected	First Delivery Date - Actual	Final Delivery Date - Projected
033425	UPGRADES AND ADDITIONS	BATTERSEA PARK PRIMARY SCHOOL	4	2,368,521.00	264,558	0.00	323,434.98	2008/12/24		2009/03/24
033426	UPGRADES AND ADDITIONS	JOJINGWENYA PRIMARY	4	7,931,683.00	814,176	0.00	1,291,966.41	2010/02/13		2010/05/14
033427	UPGRADES AND ADDITIONS	ENGUDUMENI PRIMARY SCHOOL	4	2,137,179.00	255,156	0.00	312,839.66	2008/12/23		2009/03/23
033434	UPGRADES AND ADDITIONS	THUTHUKANI LOWER PRIMARY SCHOOL	4	4,462,121.00	1,462,502	812,435.72	974,329.98	2009/08/18		2009/11/16
033435	UPGRADES AND ADDITIONS	DULUMBE PRIMARY SCHOOL	4	258,485.00	84	0.00	4,115.40	2009/01/20		2009/01/18
033453	UPGRADES AND ADDTIONS	MPUNGANENI JUNIOR PRIMARY SCHOOL	4	2,531,030.00	222,500	0.00	621,891.04	2010/05/11		2010/08/09
033477	UPGRADES AND ADDITIONS	NTENESHANA PRIMARY SCHOOL (MSINGA)	4	1,315,068.00	188,384	0.00	252,690.92	2009/01/17		2009/04/17
033479	UPGRADES AND ADDITIONS	KUBUYAKWEZWE PRIMARY SCHOOL	4	6,634,080.00	772,136	0.00	1,194,007.04	2010/05/11		2010/08/09
033483	UGRADES AND ADDITIONS	KHULANI PRIMARY SCHOOL	4	2,683,666.00	432,123	0.00	545,182.77	2009/09/15		2009/12/14
033488	UPGRADES AND ADDITIONS	SAKHISIZWE PRIMARY SCHOOL	4	6,565,830.00	483,585	0.00	1,223,383.35	2010/05/11		2010/08/09
033528	UPGRADES AND ADDITIONS	ZISIZE PRIMARY SCHOOL	4	2,446,586.00	303,526	0.00	342,470.46	2008/12/23		2009/03/23
036274	UPGRADES AND ADDITIONS	LIVANGELI PRIMARY SCHOOL	4	13,815,560.00	2,116,810	9,997.80	976,785.22	2010/05/11		2010/08/09
036275	UPGRADES AND ADDITIONS	DLANGAMANDLA SCHOOL	4	1,700,000.00	252,263	4,839.30	272,973.37	2010/05/11		2010/08/09
036276	UPGRADES AND ADDITIONS	NSINGABANTU PRIMARY SCHOOL	4	13,288,100.00	1,946,932	10,590.60	1,004,654.40	2010/05/11		2010/08/09
036278	UPGRADES AND ADDITIONS	QUARME PRIMARY	4	6,058,625.00	2,449,833	946,607.10	1,028,772.60	2010/11/30		2011/02/28
036279	UUPGRADES AND ADDITIONS	DUNDEE JUNIOR SECONDARY SCHOOL	4	12,147,840.00	1,934,083	63,500.85	439,916.32	2012/01/31		2012/04/30
036280	UPGRADES AND ADDITONS	EMPISINI PRIMARY SCHOOL	4	3,248,720.00	422,384	10,157.40	579,987.08	2010/05/11		2010/08/09
037418	ATTEND TO STORM DAMAGE	SITHANDENE PRIMARY SCHOOL	4B	185,000.00	111,019	0.00	0.00	2009/05/28		2009/08/26
031290	REPAIR STORM DAMAGE ENTIRE SCHOOL	EMZWENI PRIMARY SCHOOL	5B	450,000.00	11,518	0.00	758,037.33	2007/02/09		2007/05/09
033416	UGRADES AND ADDITONS	SHESHISAMSAMO PRIMARY SCHOOL	5B	5,603,440.00	4,610,220	1,269,848.68	3,469,560.44	2008/04/30		2008/07/30
033476	UPGRADES AND ADDITIONS	LBZ BUTHELEZI PRIMARY SCHOOL	5B	5,101,873.00	3,707,474	3,301,713.48	7,354,569.38	2008/11/28		2009/02/11
034333	REPAIR WALL, FLOORS AND PAINTING OF ALL CLASSROOMS	NGWEBINI PRIMARY SCHOOL	5B	1,490,000.00	2,463,558	2,173,421.02	2,474,752.92	2009/01/10		2009/01/10
034335	REPAIR WALL CRACKS	UPPER UMVOTI COMBINED SCHOOL	5B	1,450,000.00	4,231,230	3,831,871.68	4,184,267.49	2009/01/27		2009/01/27

3. Detailed report on Service providers

3.1 Department of Transport

Department of Transport intends to promote major development in the Msinga municipal area as well as build 3 gravel roads in rural areas. The cost of the development will be R20 million for roads in Endumeni and Nyqutu Municipal area.

Further development includes a new 3.5km gravel road (Thelaphi rd) costing R1.6 million.

All development will be contracted to local BEE compliant companies.

A detailed listing of projects is still to be emailed by:

Contact Person: Zaf Khan
Phone number: 034 2998600
Email: zilungile.khanyile@kzntransport.gov.za

3.2 Department of Correctional Services

Report back indicated that all projects are on hold till water and electricity shortages have been taken care of. Projects on hold include a R1 billion upgrading of prison facilities project

Due to electricity cuts an upgrading of emergency power project will take place in April 2009

Contact person: Mr Rumber
Phone number: 083 962 5130

ENDUMENI SERVICE PROVIDERS WORKSHOP: THURSDAY, 27 & 28 NOVEMBER 2008

1. Summery of Service Providers on 27th November 2008

NO.	Time Slot	Service Provider	Representative (Contact number)	Summery
1	09:00 – 09:45	Department of Transport	Mr. G Payne (034 2998600)	Requested additional time to compile project lists (**info will be emailed-not emailed**)
2	09:45 – 10:30	Department of Correctional Services	Mr. Hlatshwayo (034 – 3931112)	All projects cancelled except for one Due to lack of water & electricity
3	10:30 – 11:15	DTLGA	Mrs. J Bierman (033 3556494)	Cancelled
4	11:15 – 12:00	Department of Agriculture	Mr. S W Haschke (034 2999661)	Cancelled
5	12:00 – 12:45	Department of Education	Mrs. L N Gigaba (034 2192100)	Requested additional time. Data still in compilation process (**info will be emailed-not emailed**)
6	12:45 – 13:30	KZN Wildlife	Mrs. Lynne Ruddte (034 2123660)	Cancelled
7	13:30 – 14:15	Department of Works	Mr. S P Majola (034 2122133)	Adequate information provided, attached to report
8	14:15 – 15:00	Department of Welfare	Ms. Mazibuko (034 2181313)	Adequate information provided, attached to report
9	15:00 – 15:45	Umzinyathi District Municipality	Mr. E Bonga (034 2191500)	Cancelled